



Board of Directors – Full Board Meeting Minutes

Meeting Details

Date: Thursday, November 17, 2022

Time: 09:30 AM – 11:30 AM

Location: Webinar/Teleconference
Transportation Highway Building
NCDOT Board Room - 150
1 S. Wilmington St.
Raleigh, NC 27601

Attendance

Members Present

Secretary Boyette, John Adcock, Mary Clayton, Sam Hunt, Montell Irvin, Robert Teer, Charles (Chuck) Travis, & Vice Chair James (Jim) Walker

Members Present via Webinar

Pamela Senegal

Members Absent

None

Call to Order, Declaration of Quorum, Ethics Statement Review

Secretary Boyette, Chair

Discussion Summary

Chairman Secretary Boyette called the meeting of the Turnpike Authority Board of Directors to order at 9:30 a.m. on Thursday, November 17, 2022, and Secretary Boyette conducted a roll call.

Members Present: Secretary Boyette, John Adcock, Mary Clayton, Sam Hunt, Montell Irvin, Robert Teer, Chuck Travis, & Vice Chair James (Jim) Walker

Members present Via Webinar/Teleconference: Dr. Pamela Senegal

Members Absent: None

Secretary Boyette declared a quorum with all members present.

Actions Taken

Information only, no action required.

Approval of August 18, 2022, Meeting Minutes

Secretary Boyette, Chair

Discussion Summary

Chairman Boyette stated that the August 18, 2022, meeting minutes were distributed prior to the meeting, and if there were no questions, he would accept a motion. Mr. Robert Teer so moved, and the second was made by Mr. Montell Irvin.

Actions Taken

Chairman Boyette, John Adcock, Mary Clayton, Sam Hunt, Montell Irvin, Pamela Senegal, Robert Teer, Chuck Travis & Jim Walker all stated yes or aye to the motion, as Secretary Boyette took a Roll Call vote The minutes were approved unanimously.

Approval of September 30, 2022, Meeting Minutes

Secretary Boyette, Chair

Discussion Summary

Chairman Boyette stated that the September 30, 2022, meeting minutes were also distributed prior to the meeting, and if there were no questions, he would accept a motion. Mr. Chuck Travis so moved, and the second was made by Mr. John Adcock.

Actions Taken

Chairman Boyette, John Adcock, Mary Clayton, Sam Hunt, Montell Irvin, Pamela Senegal, Robert Teer, Chuck Travis & Jim Walker all stated yes or aye to the motion when Secretary Boyette took a Roll Call vote. The minutes were approved unanimously.

SEI Evaluation Update

Secretary Boyette, Chair

Discussion Summary

Secretary Boyette informed the Board Members that the guidelines for full disclosure by all members of the Board in reference to any conflict of interest, or appearance of conflict were included in the Board Books in accordance with GS § 138A-15C. He stated this was for the record in accordance with the General Statute.

Actions Taken

Information only, no action required.

Opening Comments

Secretary Boyette, Chair

Discussion Summary

Secretary Boyette called on Mr. J.J. Eden for Opening Comments.

Actions Taken

Information only, no action required.

Executive Director Comments

J.J. Eden, Executive Director

Discussion Summary

Mr. J.J. Eden welcomed everyone and said that because there was a full agenda, he did not plan to go over everything currently happening at Turnpike. He shared that he was dedicating most of this meeting to the Toll System and a cutover that would be taking place on a major public-facing data system change. This system supports the financial system of NCTA. Unlike the visual aspects apparent in an engineering presentation, an update regarding data is not as easily shown. Mr. Eden continued to say that Turnpike is in the process of going through multiple phases of testing a new Back Office System and things are going well. During today's meeting, the Board Members will hear from two of the Vendors who are integral to the success of the data system. Also examined will be the customer service, communications, and data file changes and how the staff and public will be affected. Being the most interoperable agency in the country makes this challenging transition even more important as the tolling agencies for all other states will need to interface with the new system. The transition will go live within the next few months.

Secretary Boyette commended Mr. Eden on the steps being taken and acknowledged that it is important to pause to be sure the rollout is successful. He thanked Mr. Eden for making good decisions and for all he does for Turnpike.

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 had been held since the last Board of Directors meeting in August.

Since the Board meeting, the Finance Committee has met twice, September 30th and October 19th.

At the Special September 30th meeting, the Finance Committee received updated presentations on the following: Complete 540 Phase 2 Project and Complete 540 Phase 2 Plan of Finance. Also, up for discussion was an Action Item: Consideration of Inducement Resolution for Complete 540 Phase 2 Financing.

At the October 19th meeting, The Finance Committee received presentations on the following updates: the NCTA By-Laws, Complete 540 Construction, Complete 540 Phase 2, Complete 540 Spend, NCTA Debt Policy, Toll Revenue Collection, and the 2023 Triangle and Monroe Expressways Toll Rates.

Mr. Teer voiced his support for the updates to the NCTA By-Laws which the Board would vote on later in the meeting.

Actions Taken

Information only, no action required.

Operations Committee Report

Montell Irvin, P.E., Operations Committee Chair

Discussion Summary

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

Mr. Irvin voiced his support of Mr. J. J. Eden and the department regarding all of the work that has to take place for a major transition, such as Mr. Eden discussed in the Director's Opening Comments. He expressed his appreciation of the process and the hard work involved. Since the Board meeting, the Operations Committee has met once, on October 20th.

At the October 20th meeting, the Operations Committee received presentations on the following updates: the NCTA By-Laws, An Action Item to approve Consideration of Inducement Resolution for Approval of Amended and Reinstated By-Laws, Complete 540 Construction, Complete 540 Phase 2, 2023 Triangle and Monroe Expressways Toll Rates, I-485 Express Lanes, Toll Technology, Technology, Customer Service, and Communications.

Actions Taken

Information only, no action required.

Action Item:

Montell Irvin, P.E., Operations Committee Chair

Secretary Boyette, Chair

Discussion Summary

Mr. Montell Irvin announced that the resolution requesting the adoption of the amended NCTA by-laws had been provided in advance for review. He said that if there were no questions or further discussion, he was making a motion that the Operations Committee recommended the Consideration of the proposed resolution, titled

RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH CAROLINA TURNPIKE AUTHORITY TO AMEND BY-LAWS

Secretary Boyette advanced the Motion by stating that if there were no questions or further discussion, he would accept the motion by Mr. Irvin. He then stated that he would entertain a second to this motion. Mr. Robert Teer seconded the motion.

Mr. Teer thanked Mr. Jim Walker, Ms. Ann Dishong, Ms. Kathryn Lorbacher, and all others who had worked to draft the amended By-Laws. Secretary Boyette asked if there were any further questions or comments. Hearing none, he took a Roll Call vote.

Chairman Boyette, John Adcock, Mary Clayton, Sam Hunt, Montell Irvin, Pamela Senegal, Robert Teer, Chuck Travis & Jim Walker all stated yes or aye to the motion. The By-Laws were approved unanimously. Secretary Boyette stated that "the ayes have it and the motion carries."

Actions Taken

The Amended By-Laws of the North Carolina Turnpike Authority were approved.

Communications & Marketing Update

Logen Hodges, Communications Director

Discussion Summary

Mr. Logen Hodges presented the Complete 540 Outreach Update, NC Quick Pass Focus Groups Summary, Creative Concept Acceptance, Logo Analysis & Recommendations, and the Fall Marketing Plan.

Actions Taken

Information only, no action required.

Finance and Budget Update

Mark Newsome, Deputy Chief Financial Officer

Discussion Summary

Mr. Mark Newsome updated the Board on Turnpike Finance and Budget operations. He reviewed Revenue Statistics and Operating Expenditures for the Triangle and Monroe Expressways.

Secretary Boyette asked Mr. Newsome about the decline in revenues in the first three months. He wanted to know if it was related to inflation. Mr. Newsome said that he and Mr. David Roy had discussed it at length, but at this point, it would be speculation to generalize. He said that many factors could be causing this decline. He stated it could be because of an ongoing recession. Secretary Boyette asked him to keep all eyes on it so that the Board could see what the future reports would show. Mr. Newsome added that it is a point of daily conversation about how the debt and funding processing are tied together for toll roads. Secretary Boyette added that it was also important to monitor cash levels.

Actions Taken

Information only, no action required.

NCTA Debt Policy Update

Jacob Vlanich, Financial Analyst

Discussion Summary

Mr. Jacob Vlanich updated the Board on NCTA Debt Policy.

Mr. Vlanich reported on the Debt Management Policy Overview, On-Going Reporting Requirements, and Debt Status Reports for the Triangle Expressway and the Monroe Expressway.

Mr. Robert Teer asked Mr. Vlanich to confirm that TIFIA funding had afforded NCTA \$150 million in savings in recent years. Mr. Vlanich said that amount was generally in that area.

Mr. Jim Walker stated that there were a few items in the Debt Policy Report that gave him pause. Specifically, regarding Roman Numeral II, Sub Sections F & G. That being the Put Bonds and variable rate interest. He said that he was hopeful that these items would come before the full Board before the Turnpike used such an instrument, thereby giving the details careful vetting and careful consideration. Secretary Boyette stated that Mr. Walker's comments were duly noted and that he would make sure if any adjustments needed to be made to the policy, that the Board would do so. Secretary Boyette said that the team intended to seek Board approval for such an issue. Mr. David Roy added that the policy was flexible, but that the Board had oversight over all decision-making for Financing.

Actions Taken

Information only, no action required.

Chief Engineer's Update

Dennis Jernigan, P.E., Interim Chief Engineer

Discussion Summary

Mr. Dennis Jernigan presented photos and information about several groups that had taken tours of Complete 540 in recent weeks. Included was a group of HBCU Interns, and later in October a tour group including Secretary Boyette and NCDOT Chief Operating Officer, Joey Hopkins, P.E. The HBCU Fellows Intern group also attended a presentation at NC Quick Pass which included Toll Collections and Customer Service reports.

Mr. Jernigan also reported on the Disadvantaged Business Enterprise (DBE) Outreach efforts of Turnpike at a recent Complete 540 Phase 2 Industry Forum. Mr. Jernigan told the Board Members about the status of

the Mid-Currituck Bridge Oral Arguments and Appeal status and the Wrong-Way Driver program Letters of Interest.

Mr. Walker asked Mr. Jernigan who the panel judge would be at the 4th Circuit. Mr. Jernigan did not know. Mr. Walker asked him to let him know when he learned the information. Ms. Jennifer Harris stated that it was not usually known who the judges would be until the assigned judges walked into the room. Mr. Alan McInnes was asked about his knowledge of the matter. He stated that he had previously appeared at the assigned court but did not know the answer. He said he would share the information when it was received. Ms. Harris told Mr. Walker that if the answer to his question was received, it would be shared with him.

Mr. Montell Irvin expressed his support of Turnpike's action regarding the Wrong-Way Driver program. He shared that he had attended the Industry Forum and that it was all well done. He thanked everyone involved. Secretary Boyette shared details about when Wrong-Way Driver accidents happen and stressed the importance of the matter. He told the Board that the Agency (NCDOT) was looking at this important issue. There was a discussion about recent local Wrong-Way crashes. Mr. Alan Shapiro added that he had been part of a Wrong-Way Driver summit in Washington D.C., representing NCDOT and NCTA. He was part of a work group that was made up of agencies and universities from around the country. This group was collaborating and sharing ideas in their work to create a handbook that would show high-tech and low-tech problem-solving ideas. Mayor Chuck Travis thanked Mr. Jernigan for his work on this issue.

Actions Taken

Information only, no action required.

Roadway Operations Update

Alan Shapiro, P.E., Director of Highway Operations

Discussion Summary

Mr. Alan Shapiro, P.E., provided the Board with Mainline Traffic Statistics and Maintenance Rating Program (MRP) Reports for both Triangle Expressway and Monroe Expressway.

Actions Taken

Information only, no action required.

I-485 Toll System Update &

Triangle Expressway Operational Acceptance Test Update

Jerry Eakes, IT Systems Manager

Discussion Summary

Mr. Jerry Eakes provided the Board with an update on construction for Toll Zones and Intelligent Transportation Systems (ITS) for the I-485 Corridor. Mr. Eakes then reported on the Triangle Expressway Operational Acceptance Test (OAT) Overview.

Mr. Robert Teer asked Mr. Eakes about the expected completion date. Mr. Eakes stated that it was still estimated to be late 2024. Mr. Eakes was asked what the length of the OAT test was. He said it was a rolling 60-day test. He stated that if there is a requirement that is not met, the date starts again. Mr. J.J. Eden clarified that when he had mentioned a cut-off earlier, he was referring to the Back Office System. He reminded the Board Members that this presentation was regarding the Lane System.

Actions Taken

Information only, no action required.

Statewide Roadside Toll Collection System (SRTCS)

Toll Technology & Operations Update

Manish Chourey, Chief Technology Officer

Discussion Summary

Mr. Chourey provided an update to the Board regarding the Statewide Roadside Toll Collection System (SRTCS) Scope of Work and an update for the Toll Technology and Operations Systems for the period July through September.

Mr. Robert Teer asked how many transponders had been sold by NC Quick Pass so far. Mr. Chourey shared that there had been more than one million sold.

Actions Taken

Information only, no action required.

Customer Service Update

Angela Queenland, Manager of Customer Service

Discussion Summary

Ms. Angela Queenland reported Call Center Statistics, Walk-In Statistics, as well as Average Speed to Answer and Handle Calls.

Secretary Boyette asked Ms. Queenland if she expected a drop in the handling time for calls and for the graph line to flatten over time as the new call center employees gained the experience that they needed. She said that yes, that was the expectation. She added that several steps were being taken to ensure that the new agents were learning as needed. Included in these protocols was the live monitoring of calls to lower the 'handle time' and to get accurate information to customers.

Secretary Boyette welcomed a Special Guest

Before going on to the next section, Secretary Boyette welcomed a special guest, Mr. Perry Safran, to say a few words. Mr. Safran was an original and long-time member of the NC Turnpike Authority Board. He shared his support for the Board and what it had accomplished in the past and what it was working to do in the future. He stated that the reputation of the NCTA was very well regarded downtown. He shared a historical timeline that outlined the challenges the NCTA had faced historically, beginning in 1999. He talked about how much of a challenge it had been, but that tolling had eventually been accepted. With an excellent Secretary, and committed professionals such as Mr. David Roy, Mr. Dennis Jernigan, and Mr. J. J. Eden, quite a lot had been accomplished. He remembered that NCTA was the first tolling agency in the nation to do all electronic tolling. Having someone like J. J. Eden working for the Department brought forth many positive things for NCTA. He said that Turnpike was leading the nation in many ways, including Wrong-Way Driving application pioneering. Mr. Safran told Secretary Boyette that if he ever needed help downtown that Secretary Boyette should let him know. He would be happy to help the efforts of the NCTA. Secretary Boyette thanked Mr. Safran for his comments and said that he was welcome to join the Board Meetings any time – Turnpike and Department of Transportation.

Actions Taken

Information only, no action required.

BackOffice System Readiness

Tracy Marks, P.E., President, TransCore

Discussion Summary

Mr. Tracy Marks introduced the TransCore representatives who were joining the meeting. Included were Managing Director – Mr. Sean Persaud, Project Manager – Mr. Chris Pumilia, and Mr. Ram Vemireddy - Director of Software Development.

Mr. Marks presented information about the history and focus of TransCore. He described the current work regarding System Readiness. Mr. Persaud then reported on the status of the Integrity Roadmap (Integrity being the name of the new Back Office System 2 program) and details about the planned Digital Payment Gateway. He focused on the positive relationship longevity between NCTA and TransCore.

Mr. Persaud took questions, and Mr. Robert Teer asked how this new system stacked up against other systems being used by other tolling agencies across the United States. Mr. Persaud said that Integrity was the newest product that TransCore had built as a company and that North Carolina was leading-edge regarding plans and processes. This pushed TransCore to change the face of its product to meet the leading-edge expectations of Mr. J.J. Eden and Mr. Manish Chourey. This has led to national and international applications by TransCore. Mr. Teer then asked if this new technology had interoperability applications, like Airport Parking. Mr. Persaud explained that EZ-Pass Plus already accommodated these transactions in some of the states in the northeast and that Transcore currently supported these systems. The technology and development already exist if NCTA decides to use them in the future. Mayor Chuck Travis commented that this was really exciting information.

Actions Taken

Information only, no action required.

Customer Service Readiness

John Hertweck, Manager, GC Services

Discussion Summary

Mr. John Hertweck thanked Secretary Boyette, Mr. Manish Chourey, and Ms. Angela Queenland for the invitation to join the meeting and to talk about what GC Services was doing to support NC Quick Pass. He also thanked Mr. Mario Baddour - President, and Mr. Phil Paridy - Vice President of GC Services for being in attendance to lend their support to the project. He explained that GC Services is the face of NC Quick Pass to the Customers of the NCTA Tolling System.

Mr. Hertweck summarized the activities of GC Services regarding the new Back Office System 2. He reported on how the Staff Training, Office Distribution (Multiple Facilities), and Commitment to Quality and Success would affect the rollout of BOS2.

Secretary Boyette and Mr. Robert Teer both commented on how the teamwork fostered would support all efforts. A thank you from Secretary Boyette ended the presentation.

Actions Taken

Information only, no action required.

BOS2 Communications Update

Logen Hodges, Communications Director

Discussion Summary

Mr. Logen Hodges presented the plan that the Communications Department would use to support the efforts of the NC Quick Pass transition to BOS2. It contained a three-phase plan for Public Messaging during the transition period. Included were plans for notifications beginning 60 days before the cutover to the new Website and Customer Service Call Centers support. He showed how communication outreach would continue in multiple ways throughout and after the changeover as well. Mr. Hodges then shared the plan for the rollout of the new advertising program which was planned to begin about 90 days after the changeover completion.

Mr. Montell Irvin asked questions about what the customer experience would be like during the downtime (expected to be 5-7 days). He expressed concern about the inability of customers to receive information during this time – and the forthcoming frustration. Mr. Hodges and Mr. Dennis Jernigan both acknowledged the importance and necessity for early and direct communications regarding this change. Mr. Hodges discussed the many ways the customers would be informed about this planned downtime period. Included would be press releases, emails, social media, bill-by-mail inserts, CSR scripts, stakeholder coordination, direct messages, sign messaging, website banners, and video. Contingencies and thorough planning were utilized to anticipate and avoid any negative impact on the consumer.

Mr. J.J. Eden shared that with the amount of data being transitioned from one system to the next, it is too risky to have new information added simultaneously. Mr. Jim Walker asked how many people were following this on Twitter and Facebook. Mr. Hodges said that there are a few thousand personal accounts, but that NCTA would be utilizing the NC Department of Transportation media feeds to reach the most people. Secretary Boyette asked Mr. Eden how invoice due dates would be affected during the dark period. Mr. Eden acknowledged that no dates would fall during that period and that fees would be waived in addition to other efforts to minimize the negative impact on customer accounts. This would include adjusting the DMV Holds.

Mr. Montell Irvin asked if 5-7 days was a typical dark period for other transitions such as this. Mr. Manish Chourey said that it was typical. He added that it will take 36-48 hours to move the data, extract the data, and another 24-36 hours to load the data. That is a fixed period. In addition, operational adjustments needed to take place as well. Mr. Sean Persaud of TransCore agreed that a week was typical for such a change. He added that backlog processing would be a factor once the new system started up. He stressed that this should be communicated to the customer as well. Mr. Irvin asked that the invoices would mention the adjustments and requirements of this transition period. Mr. Hodges shared that it was part of the 'bill-by-mail insert.' It would provide all information needed to the customers.

Mayor Chuck Travis asked if the actual dates of the transition period had been determined. Mr. Eden answered that they had not, but that it would be within the next few months. Definitely in the first quarter of 2023. Mr. Irvin suggested that part of the time utilized for the dark period be over weekend days. Mr. Eden said that the team was shooting for a holiday weekend, but there were few available. The Board Members asked Mr. Eden for more details about the scheduling and messaging. Secretary Boyette emphasized that three-day weekends are good blocks of time to schedule any IT project. Mr. Irvin said that from their side of the table the Board Members appreciated the NCTA team was taking a step back to be sure that the transition was completely planned and made as successful as possible. Adding that it was important that everything go correctly.

Mr. John Adcock asked about the sign messaging system. It was explained to him by Mr. Eden that it was an electronic sign that goes over the lanes of traffic in the toll lanes. Mr. Robert Teer asked if the data capture aspects of the system would be operational during the blackout period. Mr. Eden explained that the system has the ability to capture a month's worth of data. Once the new system was operational, it will be hit with all of the backlogged data. This new system has greater processing capabilities. It is designed for future use. He continued to share that one advantage of having the data stored on the Cloud, is that the processing is not fixed to a structure.

Mr. Walker discussed how the press sometimes takes events that happen and does not focus on the most positive aspects of an issue. He asked Mr. Hodges if he was prepared for any negative press that might materialize. Mr. Hodges said that yes, they were prepared, hopefully, overprepared for such an eventuality. There were Press Releases created to present information and that targeted press interactions were being set up as well. These items would focus on what this change meant for the Quick Pass Customers and state that this would be a positive change for the customers. Mr. Persaud discussed how sometimes entities making use of a blackout period find that customers expect that tolls are not to be recorded during the blackout. Mr. Hodges stated that communications were planned for the customers, to ensure customer expectations were realistic. Secretary Boyette thanked Mr. Hodges for his work.

Actions Taken

Information only, no action required.

Digital Payment Gateway RFI Update

Chris Garlick, Director of Innovation & Strategy

Discussion Summary

Mr. Chris Garlick presented a report to the Board about the scheduled RFI (Request for Information) Scope for a new Payment Gateway System. This report included a list of Tasks and Timing expectations for the RFI Schedule.

Mr. Robert Teer suggested that security be added as another aspect of the scope of the Payment Gateway RFI. Mr. Garlick agreed with Mr. Teer that security for all involved was important. He shared that security was at the forefront of this payment standardization in the industry. NCTA wanted to participate in the important work of securing the system for future programs.

Mr. J.J. Eden mentioned an upcoming Summit that he thought the Board Members would be interested in attending. NCTA would present at the Raleigh Convention Center during one of the Sessions at the NC Transportation Summit scheduled for January 18 – 19, 2023. Mr. Garlick shared details about the Summit with the Board Members.

Actions Taken

Information only, no action required.

Committee and Full Board 2023 Meeting Dates &

Closing Comments Adjournment

Secretary Boyette, Chair

Discussion Summary

Secretary Boyette gave the 2023 Meeting Dates to the Board Members and announced that the end of the agenda had been reached and asked if there was any further business. He asked for a motion to adjourn the meeting. A motion to adjourn the meeting was made by Mr. Montell Irvin, and a second was made by Ms. Mary Clayton.

Secretary Boyette stated that the meeting was adjourned.

Actions Taken

Secretary Boyette adjourned the November 17, 2022, NC Turnpike Board of Directors meeting at 11:17 a.m.

North Carolina Turnpike Authority

Board of Directors Meeting

November 17, 2022



Board of Directors



J. Eric Boyette
Chairman



James 'Jim' Walker
Vice Chair



Robert D. Teer Jr.
Secretary & Treasurer



John Adcock
Board Member



Mary N. Clayton
Board Member



Dr. Pamela Gibson Senegal
Board Member



Sam Hunt IV
Board Member



Montell W. Irvin
Board Member



Charles 'Chuck' L. Travis III
Board Member

Opening Comments

Secretary Boyette
Chair

Executive Director Comments

JJ Eden
Executive Director

Turnpike Authority Projects

- 3

Open to Traffic

Monroe Expressway
I-77 Express Lanes North
Triangle Expressway
- 2

Under Construction

I-485 Express Lanes
Complete 540 Phase 1
- 4

Under Development

U.S. 74 Express Lanes
I-77 Express Lanes South
Complete 540 Phase 2
Mid-Currituck Bridge



Charlotte Area	Raleigh Area	Outer Banks
<div><div></div> Monroe Expressway</div> <div><div></div> I-77 Express Lanes North</div> <div><div></div> I-485 Express Lanes</div> <div><div></div> U.S. 74 Express Lanes</div> <div><div></div> I-77 Express Lanes South</div>	<div><div></div> Triangle Expressway</div> <div><div></div> Complete 540 Phase 1</div> <div><div></div> Complete 540 Phase 2</div>	<div><div></div> Mid-Currituck Bridge</div>
<div>Project status as of May 27, 2022</div> <div><div></div> Open to Traffic</div> <div><div></div> Under Construction</div> <div><div></div> Under Development</div>		

Finance Committee Report

Robert Teer
Finance Committee Chair

Operations Committee Report

Montell Irvin, P.E.
Operations Committee Chair

NCTA By-Laws

Marketing & Communications Update

Logen Hodges
Marketing & Communications Director



2022 Complete 540 Outreach



Public Meetings

Nearly 2,800 participants
over 72 public meetings



Informing Residents

7,795 postcards &
27 Nextdoor posts



Resident Inquiries

360 emails & 284 calls to
the Complete 540 Hotline

NC Quick Pass Focus Groups

Purpose and Goal

4 qualitative focus groups to provide insight on:

- Knowledge and perceptions of NC Quick Pass
- Draft marketing materials to promote NC Quick Pass
- How to adapt materials to increase interest and enrollment

NC Quick Pass Focus Groups

Knowledge & Perceptions

- Participants had **little knowledge of the NC Quick Pass program**; most had heard of the program but very few knew details of the program options or that there was a free alternative.
- The lack of information indicates a need for **increased marketing and exposure** to information about the NC Quick Pass with details of the different options available to drivers.



You may have to finish that latte at work.
ncquickpass.com



Save time. Save money.
ncquickpass.com



Overall Reactions to Creative Concepts

- In general, the focus group participants appreciated the concepts but said they preferred **more direct information** that clearly **explained the benefits of NC Quick Pass and different options available**.
- Draft marketing materials highlighting **specific metrics on savings** with more detailed information were most favorably received.
- Participants wanted to see materials that were more **relevant to North Carolina**, such as North Carolina-specific freeways or other locations.



Participants were **familiar with the NC Quick Pass logo**, but **many did not recognize the NCTA logo** or understand the relationship between the two



Participants questioned whether the North Carolina Turnpike Authority was a group that **needed to be known**

Recommendations



Specific details on how NC Quick Pass helps drivers **save time and money, safety benefits, the cost of tolls**, with **emphasis on the free option**.



Produce videos or other materials that provide a more **direct connection to the NC Quick Pass** as the product and highlight why driving with a NC Quick Pass is more enjoyable than without.



Improve brand and product awareness by significantly **increasing message saturation**.

Fall Marketing Plan



Get a free NC Quick Pass sticker.

SAVE 35%

It's that easy.

Sign up at ncquickpass.com

ON TOLLS.



Get a free NC Quick Pass sticker.

SAVE 35%

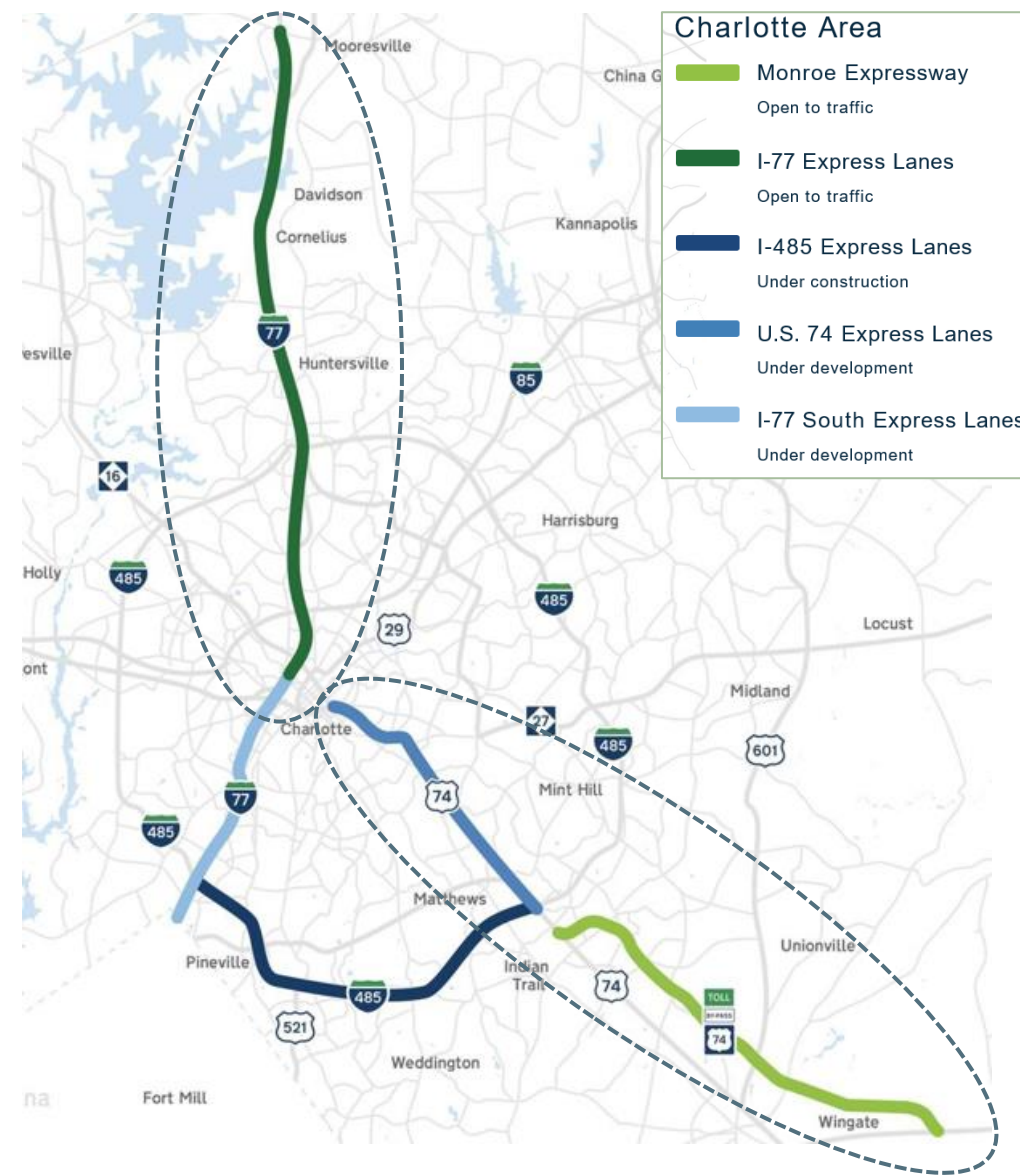
It's that easy.

Sign up at ncquickpass.com

ON TOLLS.



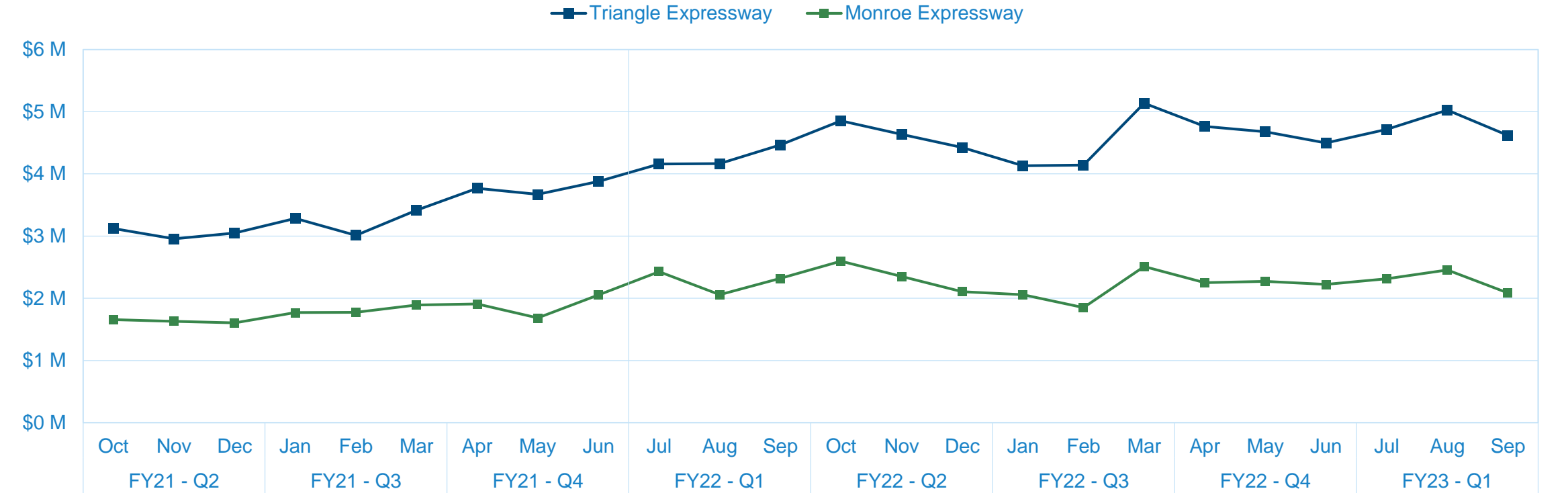
Targeted Area



Finance & Budget Update

Mark Newsome
Deputy Chief Financial Officer

Revenue Statistics



	FY21 – Q2	FY21 – Q3	FY21 – Q4	FY22 – Q1	FY22 – Q2	FY22 – Q3	FY22 – Q4	FY23 – Q1
Triangle Expressway Actual Revenue¹	\$9,125,206	\$9,710,112	\$11,317,045	\$12,789,168	\$13,912,848	\$13,405,363	\$13,935,336	\$14,360,569
YOY Percent Change	-38.3%	-32.8%	28.5%	43.3%	52.5%	38.1%	23.1%	12.3%

	FY21 – Q2	FY21 – Q3	FY21 – Q4	FY22 – Q1	FY22 – Q2	FY22 – Q3	FY22 – Q4	FY23 – Q1
Monroe Expressway Actual Revenue¹	\$4,890,642	\$5,438,045	\$5,647,673	\$6,806,332	\$7,053,956	\$6,416,149	\$6,747,248	\$6,853,301
YOY Percent Change	-17.5%	-1.2%	33.7%	36.8%	44.2%	18.0%	19.5%	0.7%

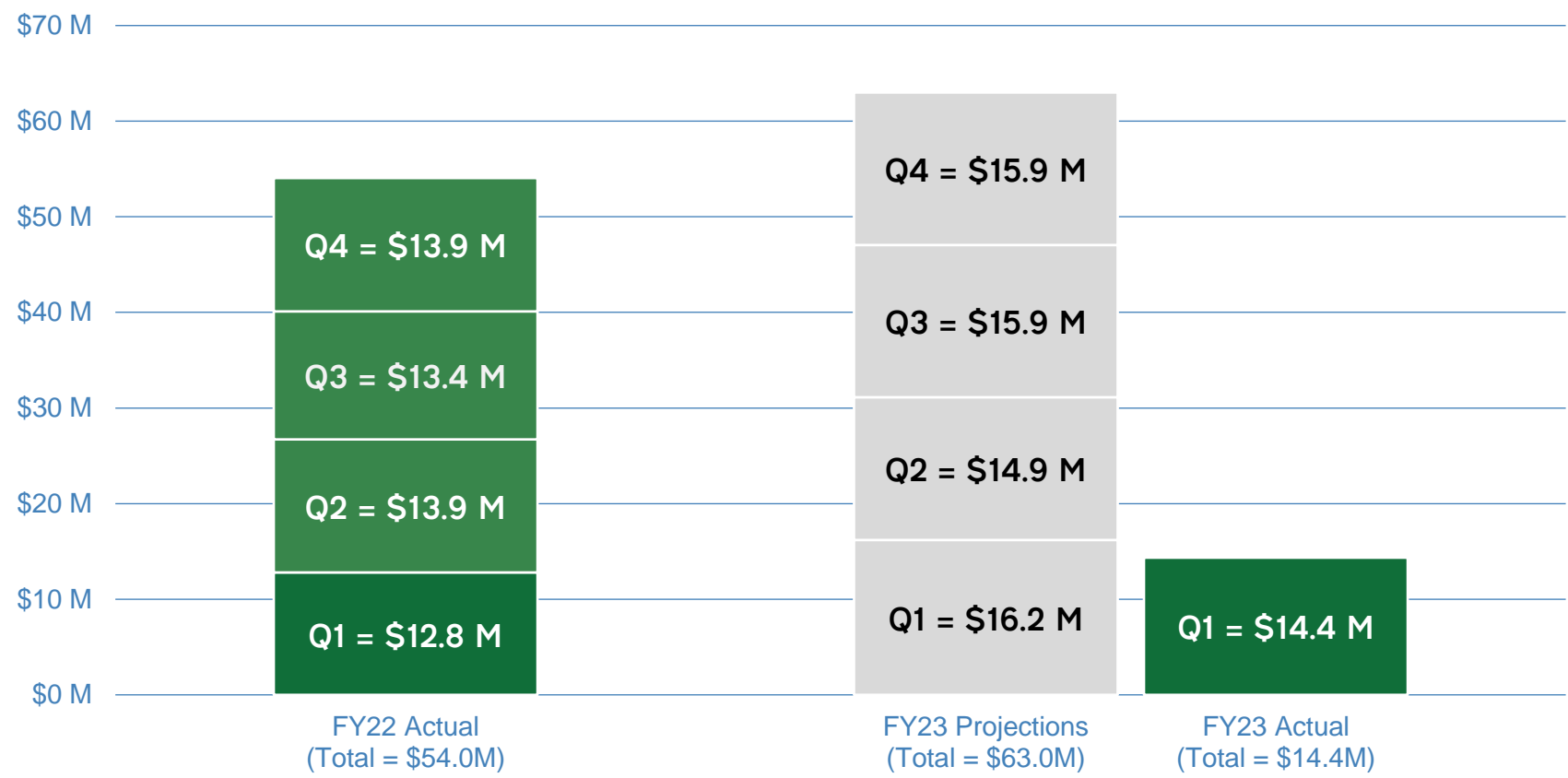
¹Actual revenue is reported on a cash basis

Revenue Statistics

Triangle Expressway

YTD revenues up **12.3%**
year-over-year

YTD revenues are down **11.3%**
compared to projections

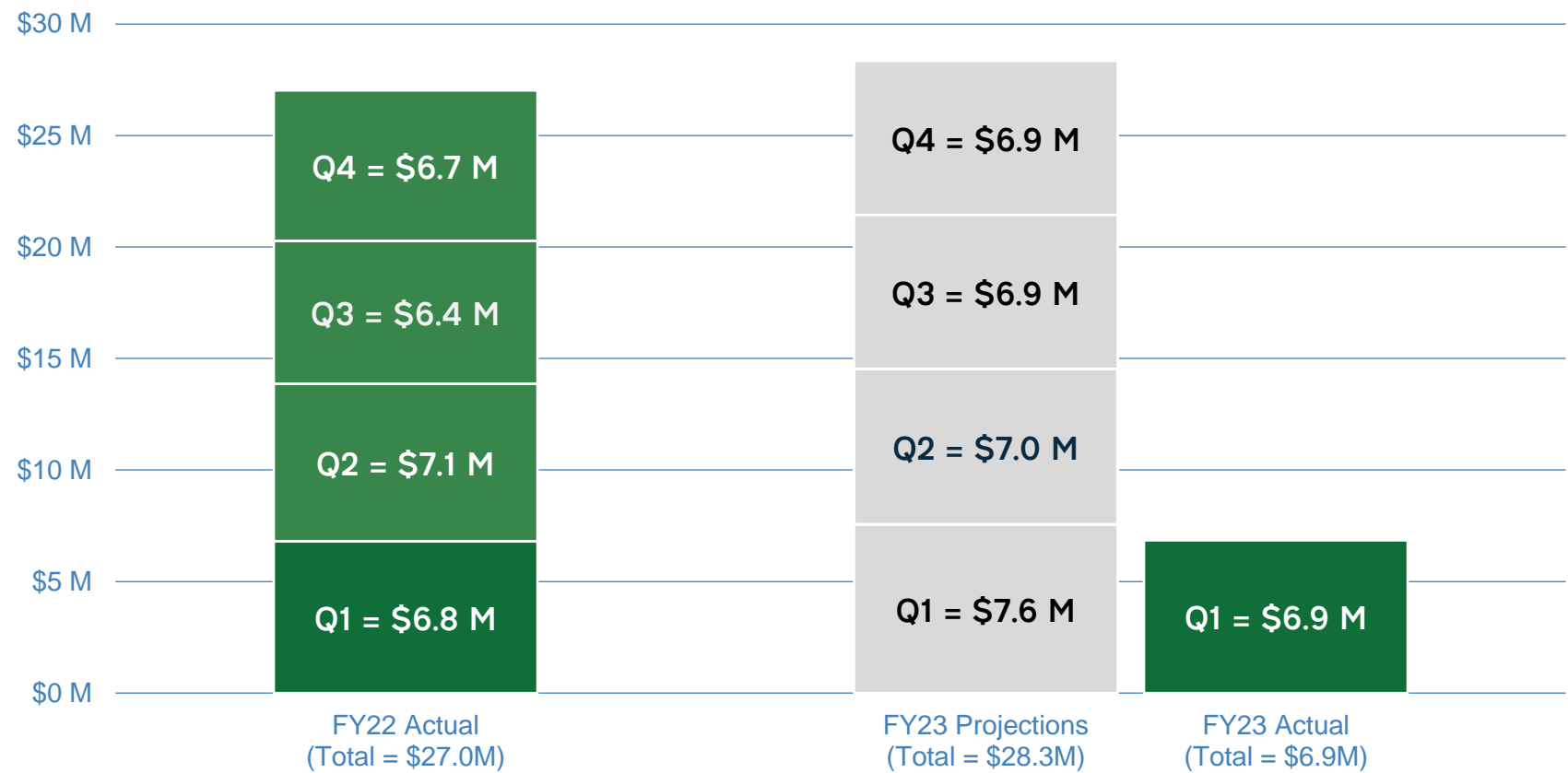


- Revenue figures are inclusive of all toll revenue and fees
- Actual revenues reported on a cash basis

Revenue Statistics

Monroe Expressway

YTD revenues up **0.7%**
year-over-year
YTD revenues down **9.4%**
compared to projections

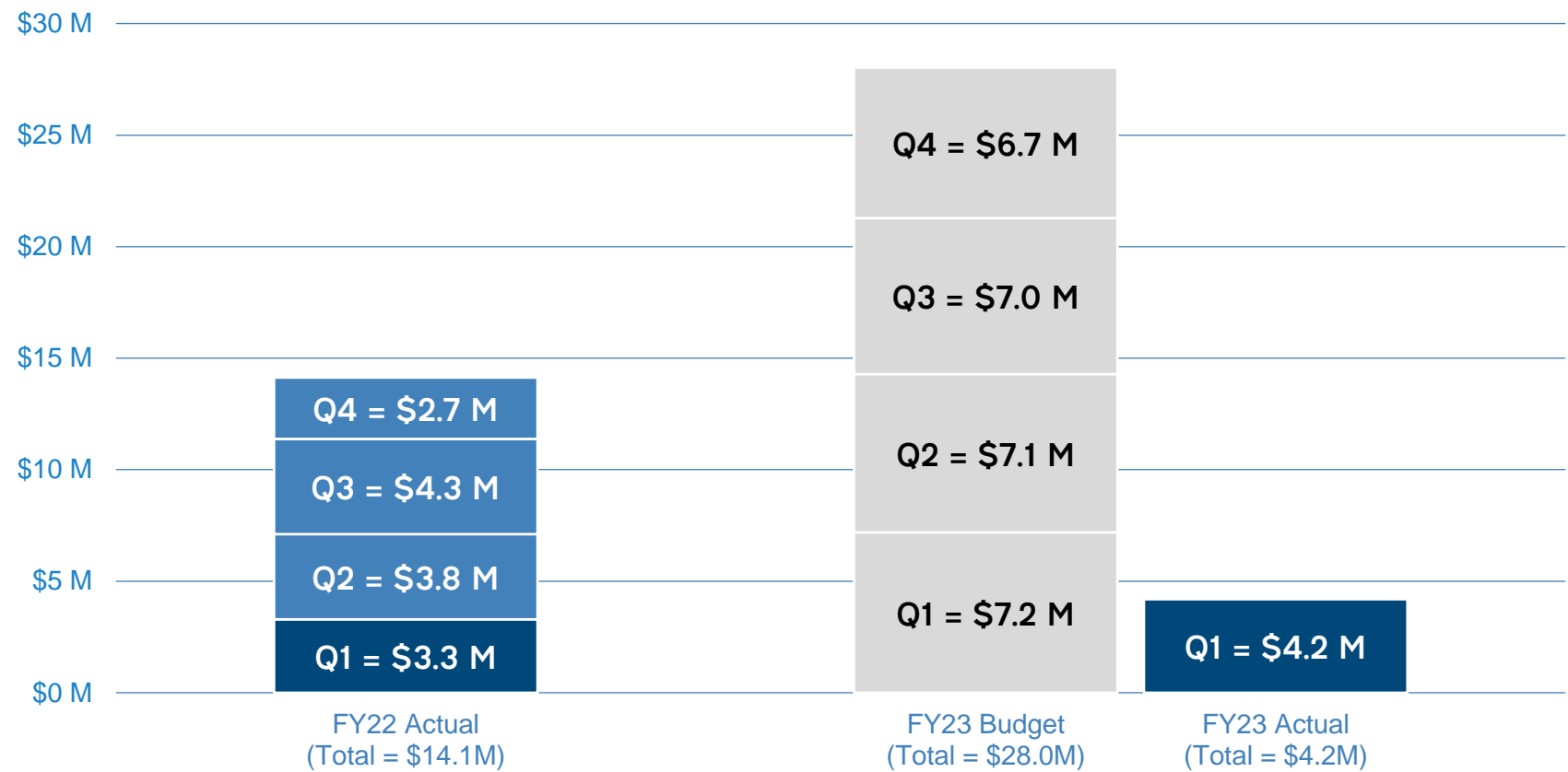


- Revenue figures are inclusive of all toll revenue and fees
- Actual revenues reported on a cash basis

Operating Expenditures

Triangle Expressway

YTD expenditures **41.9%**
lower than projected budget

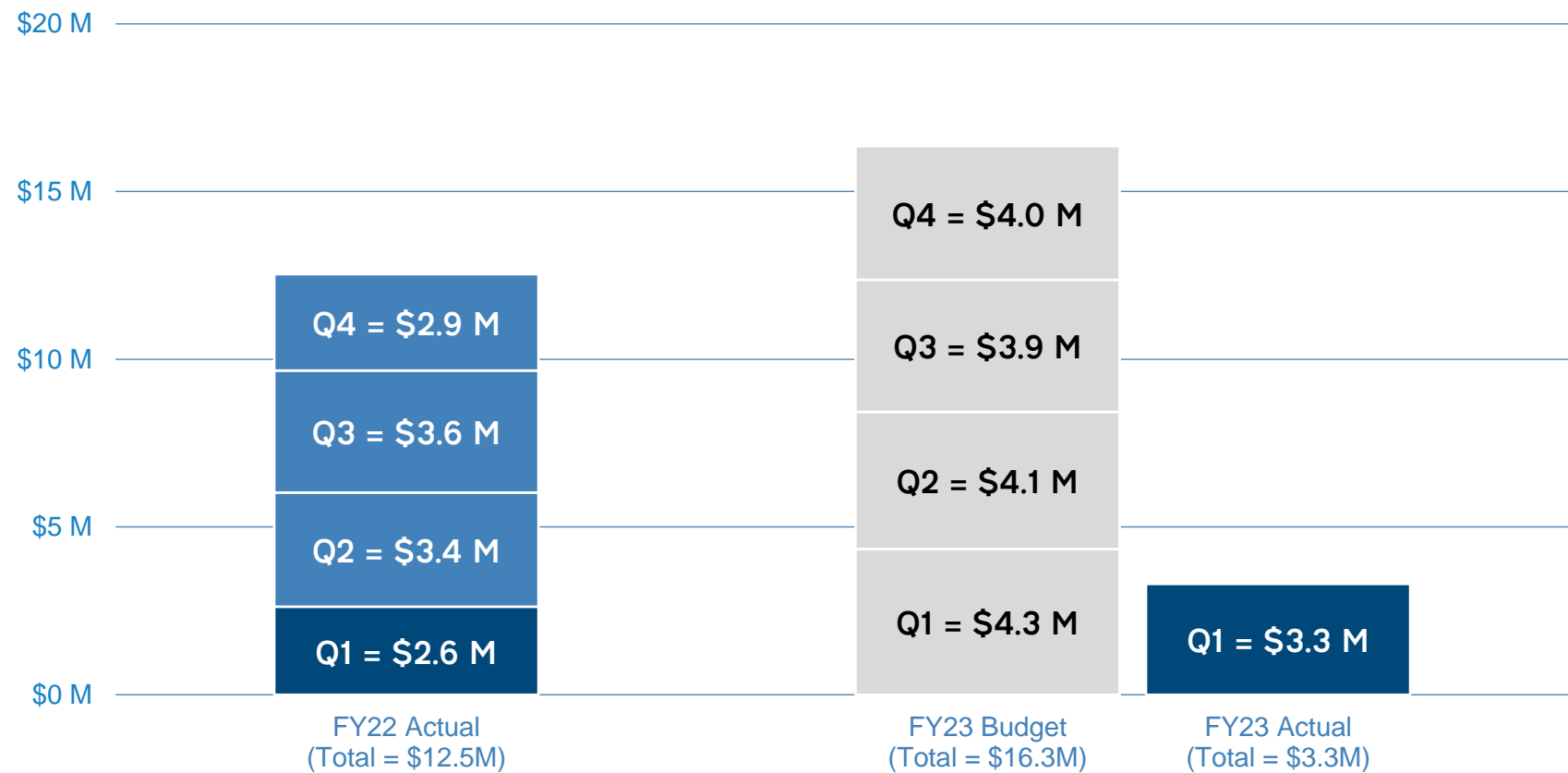


• Actual operating expenditures reported on a cash basis

Operating Expenditures

Monroe Expressway

YTD expenditures **24.0%**
lower than projected budget



• Actual operating expenditures reported on a cash basis

NCTA Debt Policy Overview

Jacob Vlanich
Financial Analyst

Debt Management Policy Overview

- The purpose of this Debt Policy is to establish guidelines and a framework for the issuance and management of NCTA's debt
- NCTA is committed to consistent best practices financial management, including maintaining financial strength and flexibility of NCTA
- The policy will be reviewed by NCTA no less than once every two years
- The policy was adopted on 8/6/2020 and a report on NCTA's debt status is provided each year

Debt Management Policy Overview

- The policy establishes guidelines and a framework for the following topics:
 - Financial Planning and Debt Issuance
 - Debt Service Coverage Targets and Limits
 - Method of Sale Evaluation
 - Debt Structure
 - Call Provisions
 - Debt Refunding
 - Credit Enhancement and Liquidity
 - Continuing Disclosure
 - Credit Objectives
 - On-going Reporting Requirements

On-Going Reporting Requirements

- Once a year, the Finance Committee and NCTA Board of Directors will receive a report on the status of NCTA's debt including the following information
 - Amount and percentage of total debt by security type broken down by NCTA System
 - Any changes in ratings, including ratings of credit enhancers and swap counterparties
 - Current mark-to-marketed value of all interest rate exchange agreements, if applicable*
 - Historical rate performance for all variable rate bonds, if applicable*

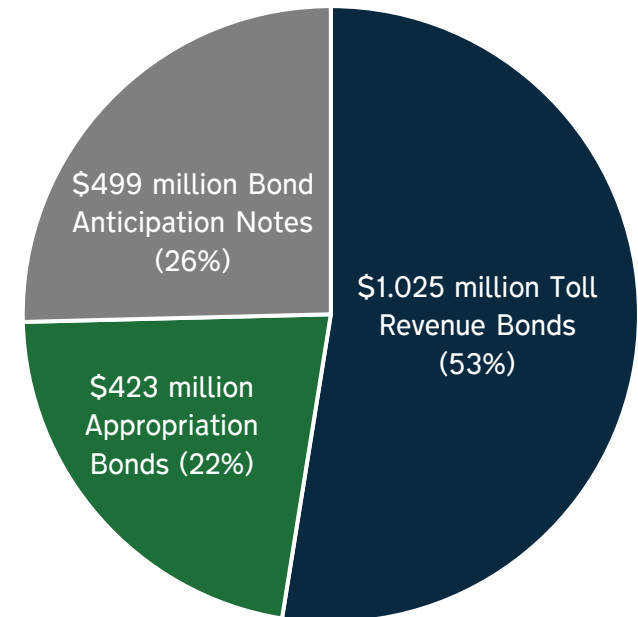
*Currently not applicable as NCTA does not have any variable rate debt

Debt Status Report

Triangle Expressway

- Assured Guaranty Corp. was upgraded from A3 to A2 and Assured Guaranty Municipal Corp. was upgraded from A2 to A1 by Moody's in March
 - Assured Guaranty Corp insures series 2009B
 - Assured Guaranty Municipal Corp. insures series 2017
- S&P revised outlook from negative to stable on the outstanding revenue bonds, BANS, and the TIFIA loan in June

Triangle Expressway
Debt by Security Type*



*Totals may not add due to rounding

Debt Status Report

Triangle Expressway

Transaction	Outstanding Par ¹	Final Maturity	Underlying Ratings			Insured Ratings		
			Moody's	S&P	Fitch	Moody's	S&P	Fitch
\$150,125,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018A	150,125,000	1/1/2039	Aa1	AA+	-	-	-	-
\$161,759,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018B	147,592,000	1/1/2032	-	-	-	-	-	-
\$115,979,250 Triangle Expressway System Appropriation Revenue Bonds, Series 2019 (CAB)	125,596,750	1/1/2049	Aa1	AA+	AA+	-	-	-
\$35,173,108.85 Triangle Expressway System Revenue Bonds, Series 2009B (CAB)	85,943,637	1/1/2038	Baa2	BBB	BBB	A2	AA	-
\$200,515,000 Triangle Expressway System Turnpike Revenue Refunding Bonds, Series 2017	171,510,000	1/1/2039	-	BBB	BBB	A1	AA	-
\$401,155,000 Triangle Expressway System Senior Lien Turnpike Revenue Refunding Bonds, Series 2018	396,420,000	1/1/2041	-	BBB	BBB	-	AA	-
\$370,975,000 Triangle Expressway System Toll Revenue Bonds, Series 2019	370,975,000	1/1/2055	-	BBB	BBB	-	AA	-
\$499,460,000 Triangle Expressway System Senior Lien Turnpike Revenue Bond Anticipation Notes, Series 2020	499,460,000	2/1/2024	-	BBB	BBB	-	-	-
\$499,461,980 Triangle Expressway System TIFIA Loan, 2021	- ²	1/1/2058	-	BBB	BBB	-	-	-
Total	\$1,947,622,387							

1. Accreted value as of July 1, 2022 for Capital Appreciation Bonds.

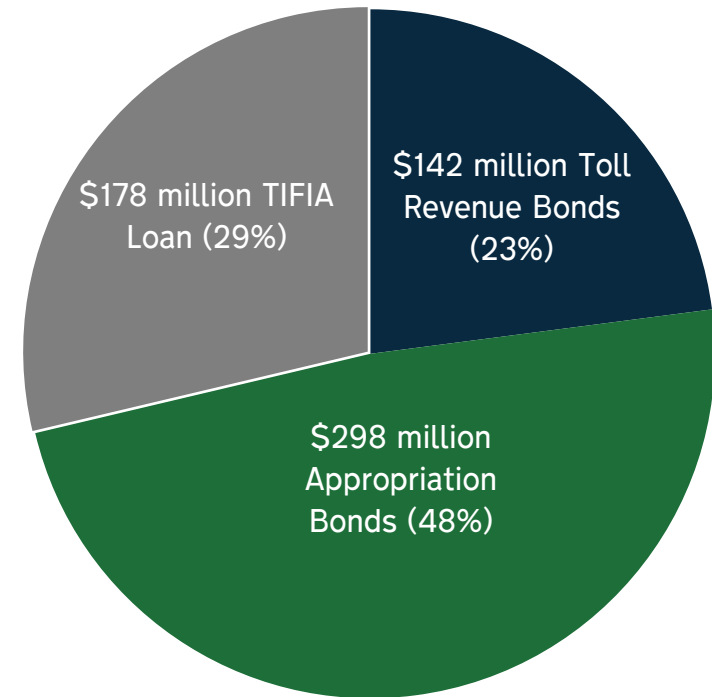
2. The 2021 TIFIA Loan has not been drawn upon. NCTA intends to fully draw the \$499.46 million TIFIA Loan to pay off the 2020 Toll Revenue BANs at maturity in 2024.

Debt Status Report

Monroe Expressway

- All credit ratings associated with outstanding debt, including ratings of credit enhancers and swap counterparties, were unchanged over the prior year.
- S&P revised outlook from negative to stable on outstanding senior toll revenue bonds and the TIFIA loan in February

Monroe Expressway
Debt by Security Type*



*Totals may not add due to rounding

Debt Status Report

Monroe Expressway

Transaction	Outstanding Par ¹	Final Maturity	Underlying Ratings		
			Moody's	S&P	Fitch
\$233,920,000 Monroe Connector System State Appropriation Revenue Bonds, Series 2010A	225,545,000	1/1/2041	Aa1	AA+	-
\$73,985,000 Monroe Expressway System State Appropriation Revenue Refunding Bonds, Series 2021 (Forward Delivery)	72,595,000	7/1/2041	Aa1	AA+	AA+
\$119,455,000 Monroe Expressway Toll Revenue Bonds, Series 2016A	119,455,000	7/1/2054	Baa3	BBB	-
\$17,596,904 Monroe Expressway Toll Revenue Bonds, Series 2016C (CAB)	22,647,081	7/1/2041	Baa3	BBB	-
\$166,500,000 Monroe Expressway System TIFIA Loan, 2016	177,768,160 ²	7/1/2053	Baa3	BBB	-
Total	\$618,010,241				

1. Accreted value as of July 1, 2022 for Capital Appreciation Bonds

2. Accrued and unpaid interest is added to the outstanding balance resulting in a loan balance greater than the original draw amount.

Chief Engineer Update

Dennis Jernigan, P.E.
Interim Chief Engineer





NC QUICK PASS™





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BRANCH
CIVIL

BUILDING
A











Complete 540 Project Phase 2

Disadvantaged Business Enterprise Outreach Session & Industry Forum

Presented by the North Carolina Turnpike Authority and NCDOT Office of Civil Rights

The Outreach Session will include information about certification support services, Disadvantaged Business Enterprise (DBE) utilization and compliance, and laws governing DBE work with NCDOT. The Industry Forum will include a discussion on project scope, DBE goals and contracting opportunities for the Complete 540 Phase 2 project.

When

Monday, November 14, 2022
9:00 a.m. - 4:00 p.m.

Prospective prime contractors are encouraged to arrive by 12:00 p.m. for networking opportunities.

Where

**The McKimmon Conference
& Training Center at NC State**
1101 Gorman St., Raleigh, NC 27606

Session Agenda

9:00 a.m. – 9:30 a.m.	Open Registration for DBE Outreach Session
9:30 a.m. – 9:45 a.m.	Civil Rights Overview
9:45 a.m. – 10:15 a.m.	Certifications (DBE, SBE, HUB, SPSF)
10:15 a.m. – 10:45 a.m.	On-the-Job Training Program (OJT)
10:45 a.m. – 11:15 a.m.	Business Opportunity and Workforce Development
11:15 a.m. – 11:30 a.m.	Utilization and Contractor Compliance, Title VI, EEO
11:30 a.m. – 12:00 p.m.	NC Turnpike Authority Overview
12:00 p.m. – 1:00 p.m.	Networking/Lunch on your own and Open Registration for Industry Forum
1:00 p.m. – 3:00 p.m.	Industry Forum (Complete 540 Phase 2)
3:00 p.m. – 4:00 p.m.	Networking

For more information, please contact us at NCTAdesignbuild@ncdot.gov



WELCOME

Session Agenda

9:00 a.m. – 9:30 a.m.	Open Registration for DBE Outreach Session
9:30 a.m. – 9:45 a.m.	Civil Rights Overview
9:45 a.m. – 10:15 a.m.	Certifications (DBE, SBE, HUB, SPSF)
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Meeting Overview

The Outreach Session will include information about certification support services, Disadvantaged Business Enterprise (DBE) utilization and compliance, and laws governing DBE work with NCDOT. The Industry Forum will include a discussion on project scope, DBE goals, and contracting opportunities for the Complete 540 Phase 2 project.

Sign-in & Name Tags

When you sign in at the sign-in table, you will be handed a name tag. Name tag color categories below:

	DBE Firm
	Design Firm
	Prime Contractor
	Subcontractor

For your information, the sign in sheets from today's event will be posted on the NCDOT Design-Build website at <https://connect.ncdot.gov/Letting/Pages/Design-Build.aspx>

Meeting Refreshments

Vending machines and tables are located in the café of the McKimmon Center.



Complete 540 Phase 2 Industry Forum

November 14, 2022



Providing drivers more choices for







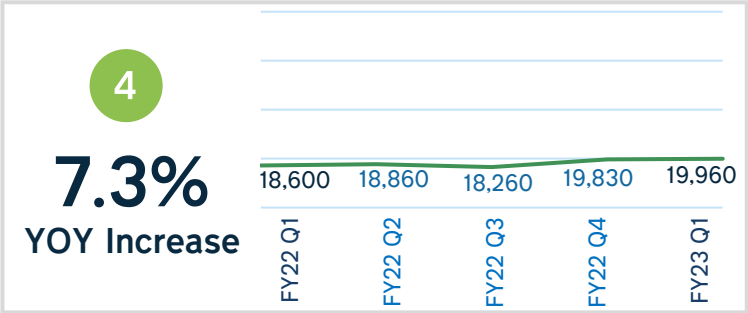
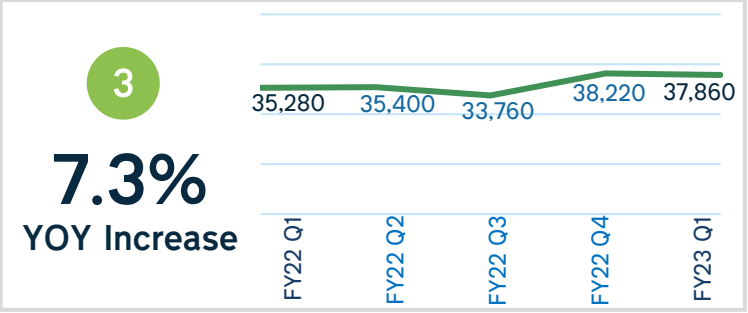
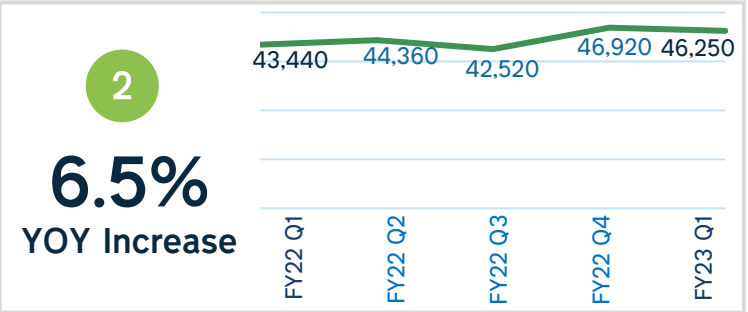
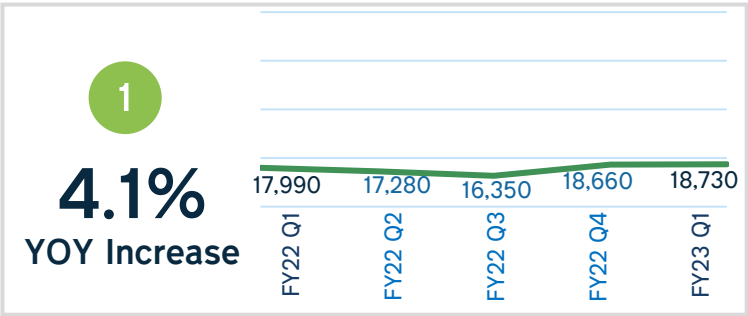
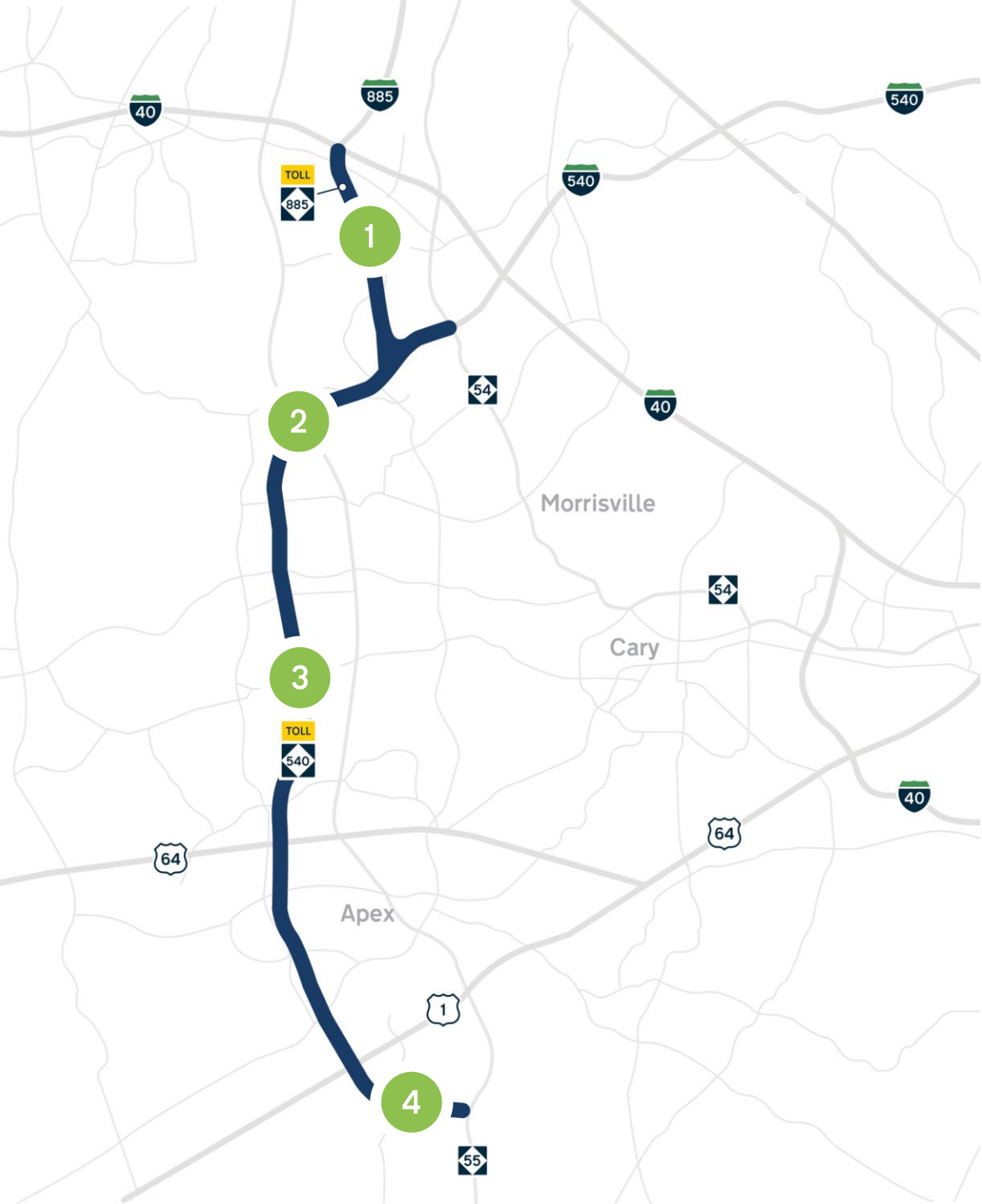
Roadway Operations Update

Alan Shapiro, P.E.
Director of Highway Operations

Mainline Traffic Statistics

Triangle Expressway

Q1: July - September
AWT: Average Weekday Traffic



Maintenance Rating Program (MRP)

Triangle Expressway

	FY 2023 Q1	Rolling Rate
Overall	94.7	94.2
Road Surface	100.0	98.3
Unpaved Shoulders and Ditches	94.7	97.2
Drainage Structures	92.1	92.5
Roadside	93.3	93.0
Traffic Control Devices	92.5	91.0

Full report has been provided via hardcopy.

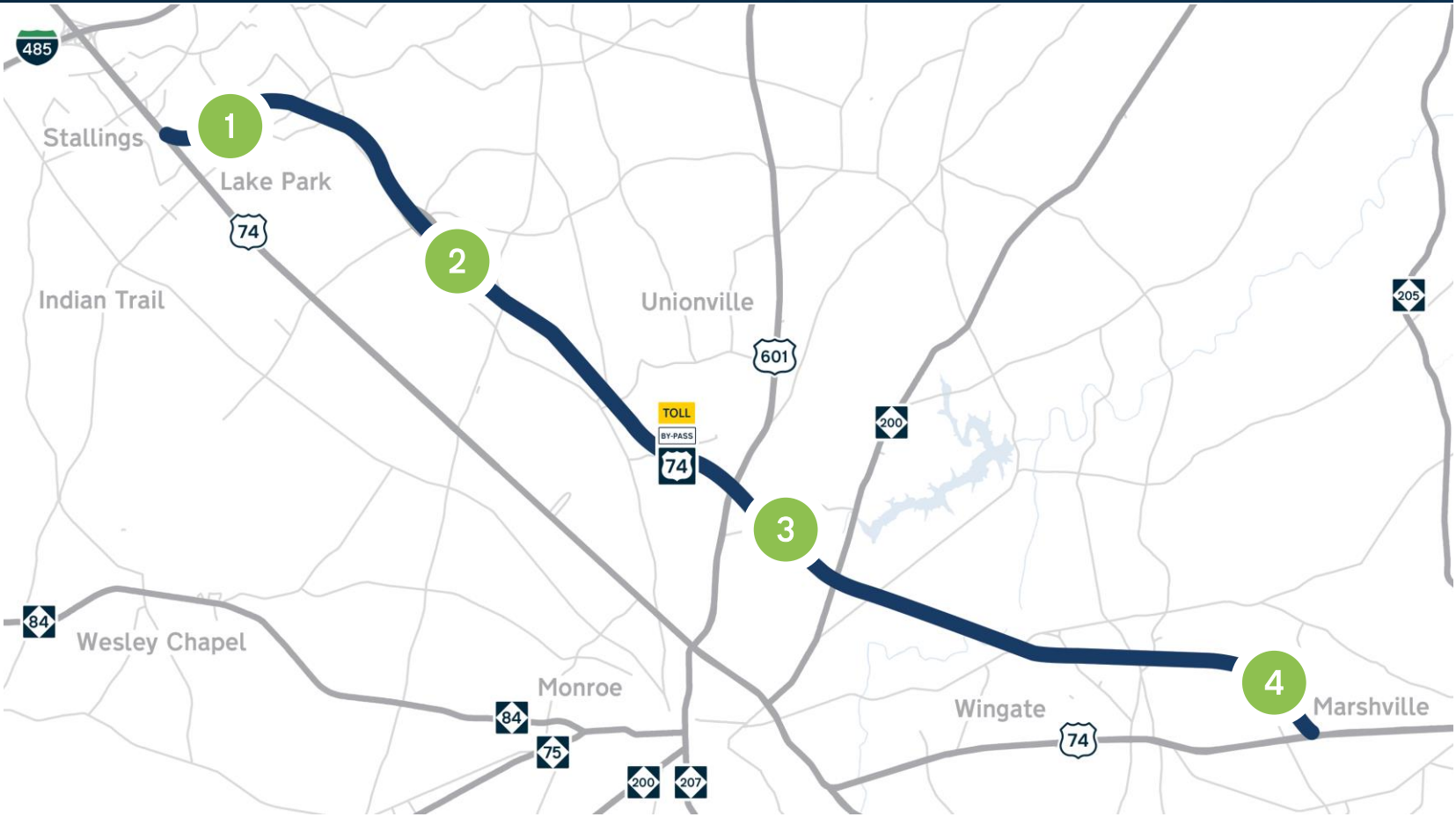
- FY23 Q1 overall met target rating of 90.0
- All elements met target rating of 85.0
- Retaining and Sound Walls – only characteristic that scored below target rating of 80.0
- Overall rolling rating achieved target value of 90.0
- All element rolling ratings achieved target value of 85.0

Mainline Traffic Statistics

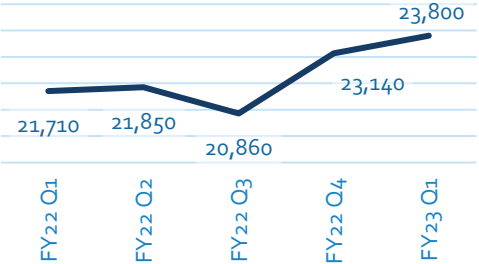
Monroe Expressway

Q1: July - September

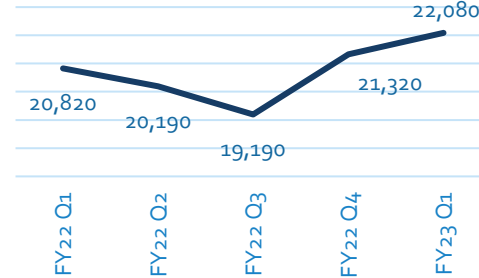
AWT: Average Weekday Traffic



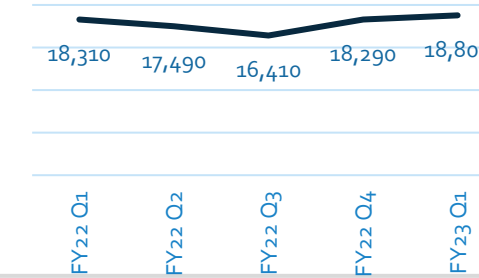
1
9.6%
YOY Increase



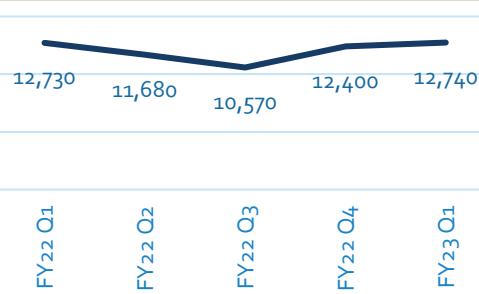
2
6.1%
YOY Increase



3
2.7%
YOY Increase



4
0.1%
YOY Increase



Maintenance Rating Program (MRP)

Monroe Expressway

	FY 2023 Q1	Rolling Rate
Overall	97.0	96.4
Road Surface	100.0	97.3
Unpaved Shoulders and Ditches	100.0	98.6
Drainage Structures	98.5	98.4
Roadside	90.2	93.3
Traffic Control Devices	96.5	95.3

- FY23 Q1 overall met target rating of 90.0
- All elements met target rating of 85.0
- Turf – only characteristic that scored below target rating of 80.0
- Overall rolling rating achieved target value of 90.0
- All element rolling ratings achieved target value of 85.0

Full report has been provided via hardcopy.

I-485 Toll System Update

Jerry Eakes
IT Systems Manager

Toll and ITS Progress

Toll Zones

- Gantry Foundation and Conduit
 - 7 AET site foundations complete
 - AET 2.1 & 2.2 waiting to be excavated and poured
- Pull-Off Area Sites
 - 2 complete, 1 in progress, 5 pending
- Power and Communication
 - 11 power services under construction
 - 13 meter bases ready for meter installation
 - 9 locations inspected
 - 5 sites energized for use (total 51)
 - Backbone communication conduit in progress
 - Approx. 50% rough-in complete

Intelligent Transportation System (ITS)

- Revisions ITS sheets submitted mid-Oct. approved
- Electronic Message Signs
 - Foundations – 13 complete, 16 pending
 - TCD working on sign footers between Rea and Providence Roads
- Detectors, Cameras, Power and Communication
 - Communication conduit & geotechnical testing in progress



Triangle Expressway Operational Acceptance Test

Jerry Eakes
IT Systems Manager

Triangle Expressway – Operational Acceptance Test (OAT) Overview

60-day comprehensive audit of the toll system:

- **Kapsch's hardware & software are assessed for:**
 - Measuring the timely and accurate processing of transactions
 - Equipment availability
 - Accurate data reporting
- **Kapsch's ability to meet requirements for:**
 - Preventative Maintenance
 - Response and Repair times for Corrective Maintenance
 - Provision of a complete and accurate Monthly Maintenance Report

OAT Performance Requirements		
Description	Required Performance	Current Test Performance (10/22)
Vehicle Detection Accuracy	99.99%	99.88%
Vehicle Classification Accuracy	99.80%	99.85%
Image Capture Accuracy	99.95%	99.90%
Image Quality	99.95%	100%
AVI Capture Accuracy	99.50%	99.20%
AVI Association Accuracy	99.95%	99.94%
Transaction Processing	100%	100%
Audit and Reconciliation	100%	100%

Statewide Roadside Toll Collection System (SRTCS)

Manish Chourey
Chief Technology Officer

SRTCS Toll System Procurement – Scope Of Work

- Roadside Equipment, Installation, Testing, and Commissioning for AET and Express Lanes
- Term Approach
 - 7-year implementation term
 - 5-year maintenance (based on the 7 years)
 - 2 three-year renewals
- Testing lifecycle will be done for each project
- Selection based on annual planning at sole discretion of NCTA for projects; NCTA may solicit quotes from one or more vendors
- Selection of 3 or more vendors
- RFP to be issued in the next few weeks

Toll Technology & Operations Update

Manish Chourey
Chief Technology Officer

Toll Technology and Operations Update - July-September

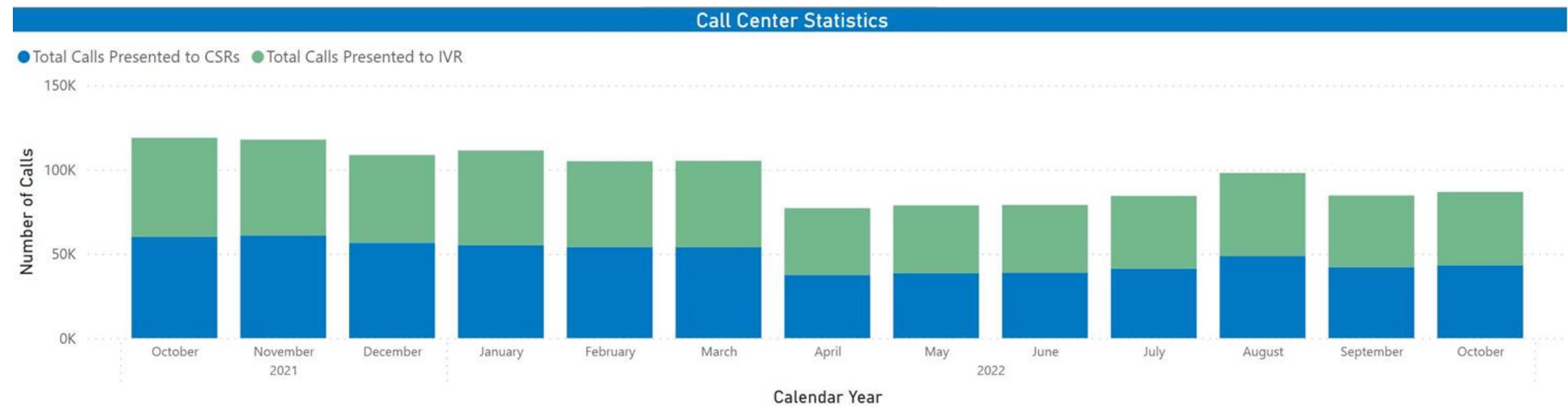
- Toll Transactions (Quick Pass and BBM) by toll facility are below:
 - Triangle Expressway (Triangle) – 15.8M
 - Monroe Expressway (Monroe) – 11.5M
 - I-77 Express Lanes (I-77)- 8.9M
- Toll Transactions was up about 10% for Triangle and Monroe and up about 3% on I-77 when compared to the same time period last year.
- ETC Participation rates are about the same on Triangle, down about 1.1% on Monroe, and up about 2.8% on I-77 when compared to the same time period last year.
- Quick Pass sold 64,879 transponders, nearly 10% higher when compared to the same time period last year.
- As of September 30th, there were 433,988 Active Quick Pass accounts and 1,757,194 Bill-by-Mail accounts.

Customer Service Center Update

Angela Queensland
Customer Service Manager

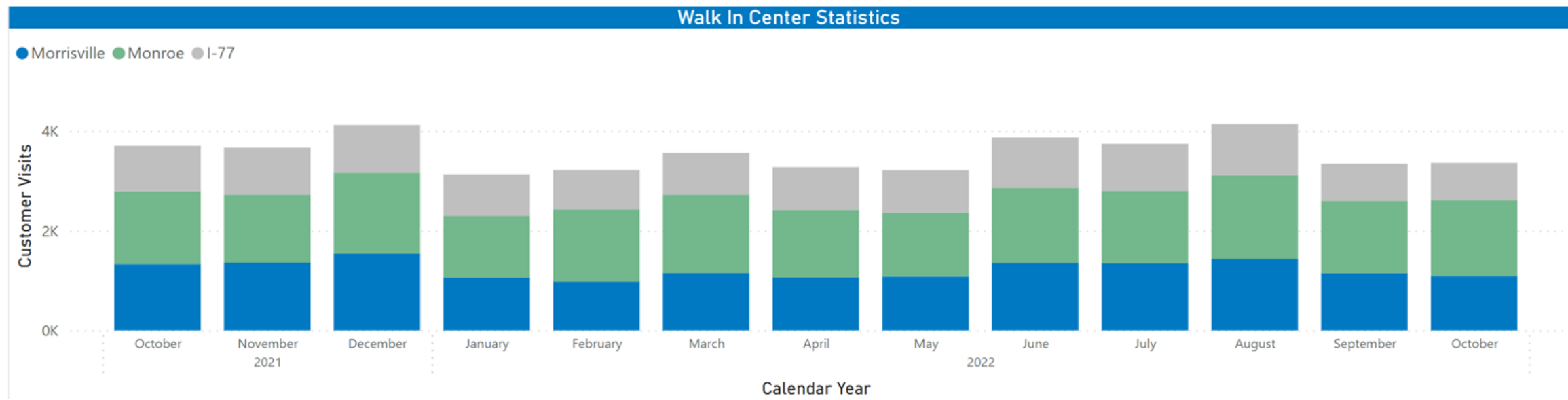
Call Center Statistics

NC Quick Pass Program



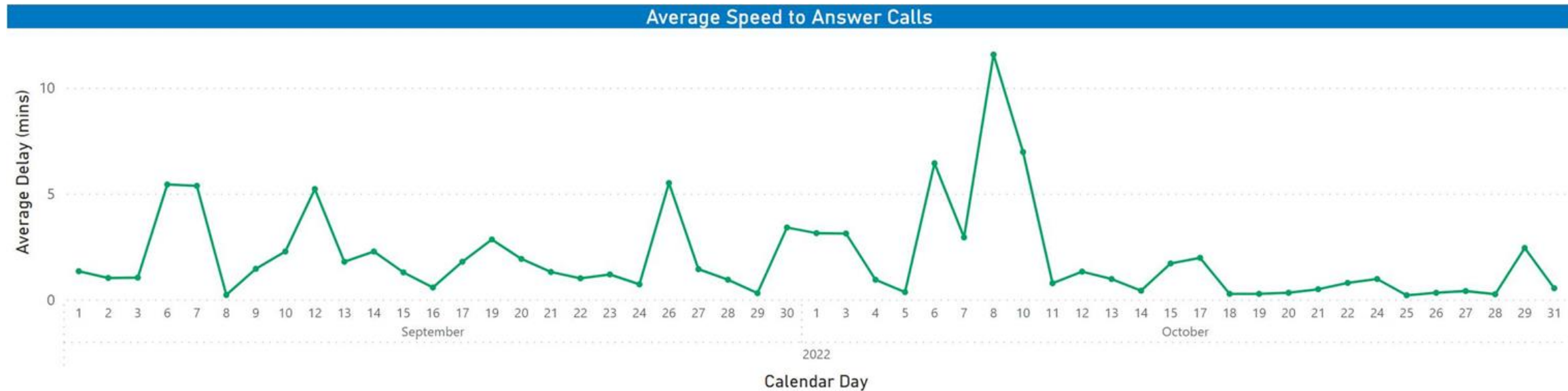
Walk-In Center Statistics

NC Quick Pass Program



Average Speed to Answer Calls

NC Quick Pass Program



Average Call Handle Time

NC Quick Pass Program



BackOffice System Readiness

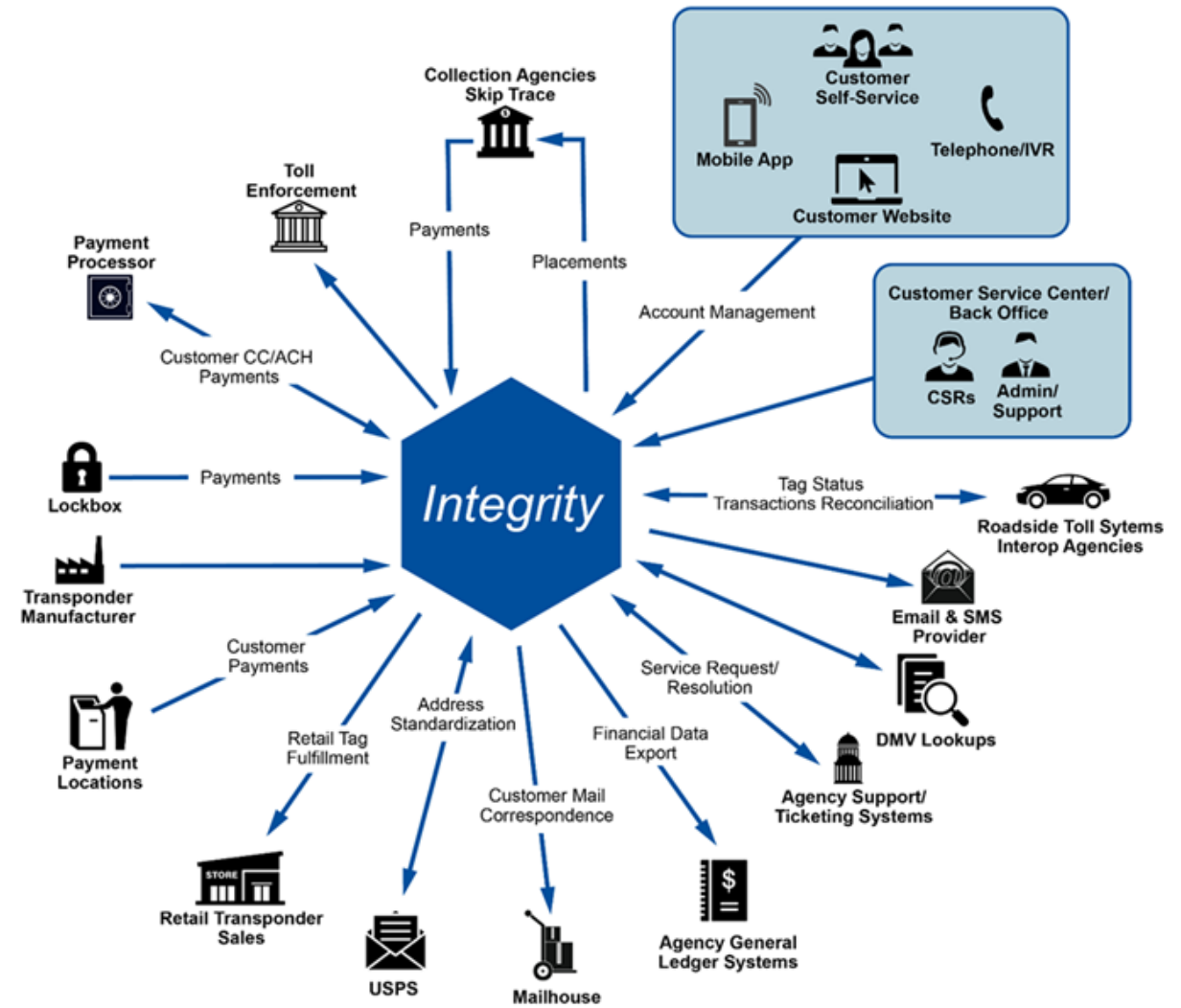
Tracy Marks, P.E.
President, TransCore

System Readiness

- 10/1: System Acceptance Testing achieved
- 10/2: Operational Readiness
- 11/1: NCTA Training
- TransCore's commitment to go-live:
 - Before Go-Live
 - Develop BOS2 to requirements
 - Preparation and support for cutover
 - During Go-Live
 - Onsite side-by-side with NCTA
 - After Go-Live
 - Heightened support to ensure high degree of customer satisfaction
 - Continued enhancement of BOS2 (*Integrity*) product

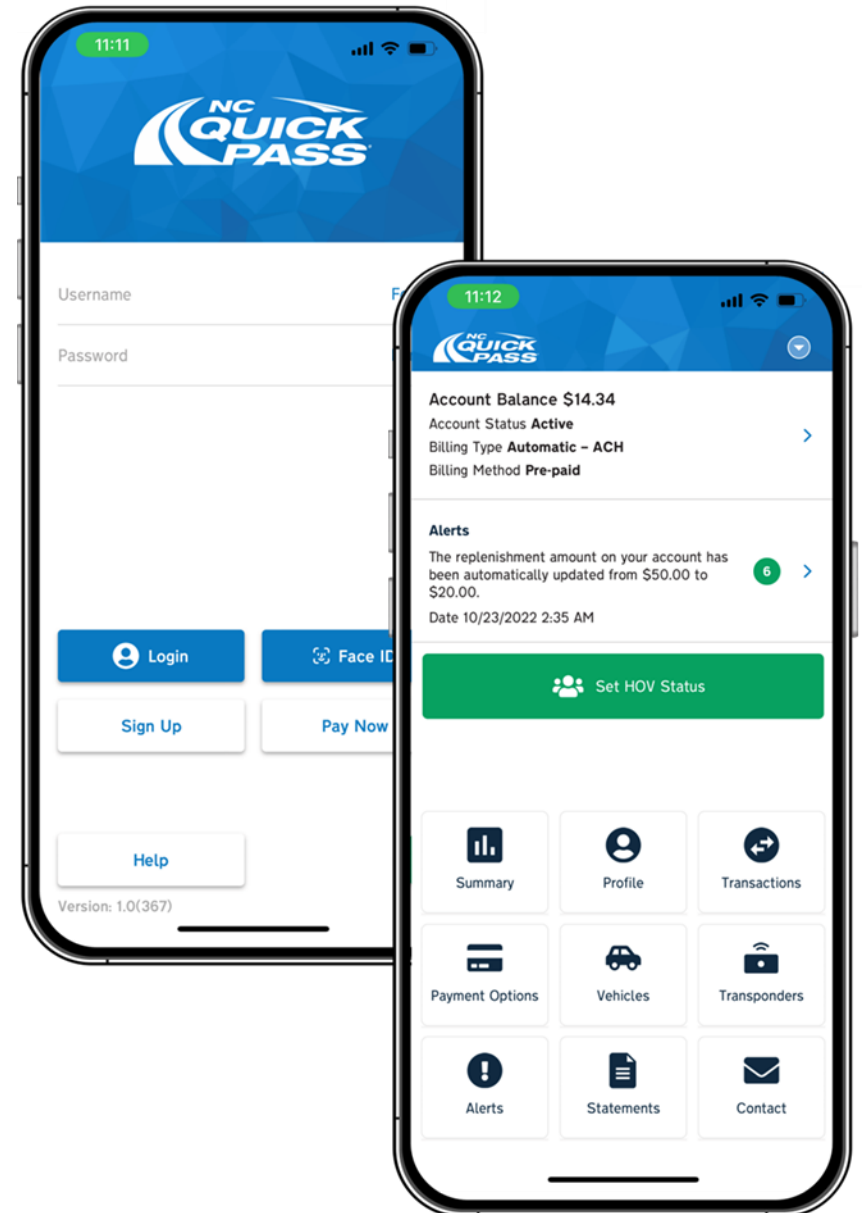
Integrity Roadmap

- Committed to integrating with key services to enhance customer service center operations
- Advance BOS2 (*Integrity*) product through APIs to achieve:
 - Efficiency
 - Wider Reach
 - Integrate Government Agency Assets
 - Partnerships
 - Personalization
- High-availability system with self-healing abilities
- State-of-the-art technology is consistently deployed
- Focused on BOS2 (*Integrity*) core product development with NCTA



Digital Payment Gateway

- Aligns with our BOS2 (*Integrity*) product offering
 - Digital payment forms accepted (Apple Pay & Google Pay)
 - MoneyGram
 - ACH
- Roadmap:
 - Mobile App
 - PayPal
 - Cryptocurrency
 - Zelle
 - Venmo
- Mobile application development to complete within Q1 2023
- TransCore has teamed with a major payment processor to help enhance payment gateway solution



Customer Service Readiness

John Hertweck
Manager, GC Services

Agenda Items

- Well Trained Staff
- Distributed CSC's
- Our Commitment to Quality

Well Trained Staff

- Three concurrent training teams in all call centers with 5-day training sessions and refresher training schedule during go live transition
- Ramped up recruitment to ensure operations service levels are met while staff is being trained
- Manager and supervisor training in November, followed by remaining staff training
- Training based on revised NCTA provided SOP's

Distributed CSC Facilities

- Three separate facilities to ensure workforce is well supported during transition
- Redundant teams to share the workloads and increase business continuity
- Centralized online collaboration tools to ensure materials are updated

Morrisville CSC

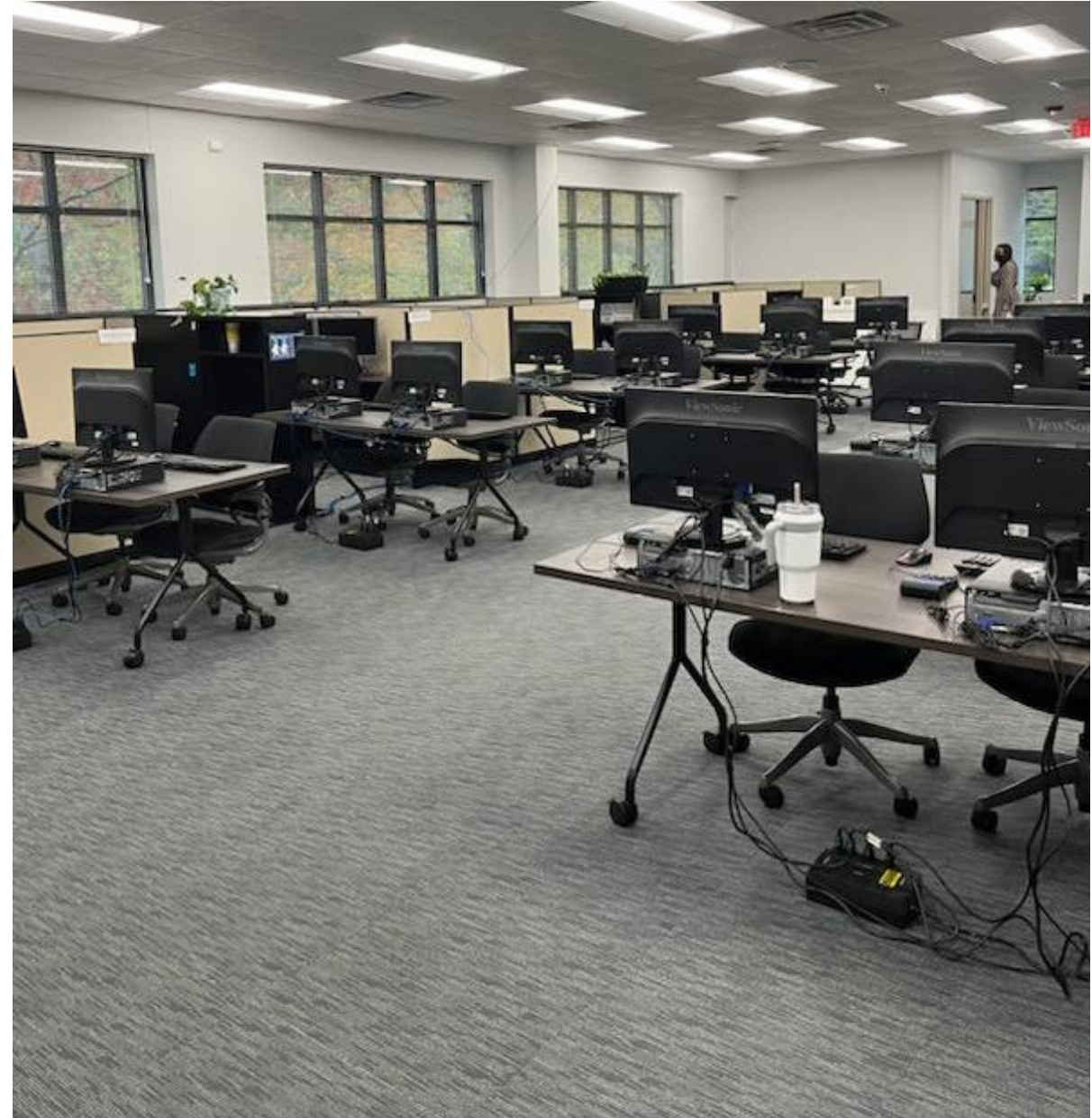
Training capacity 20 CSRs

First BOS2 training for CSRs 11/15

Dedicated BOS2 training facility

Permanent training room to be transitioned BOS2 after go-live

10 five-day BOS2 classes scheduled



EL Paso CSC

Training capacity 16 CSRs

First BOS2 training starts 11/15

Uses remote workforce solutions

Five 5 day BOS2 classes scheduled



Rocky Mount CSC

Training capacity 16 CSRs

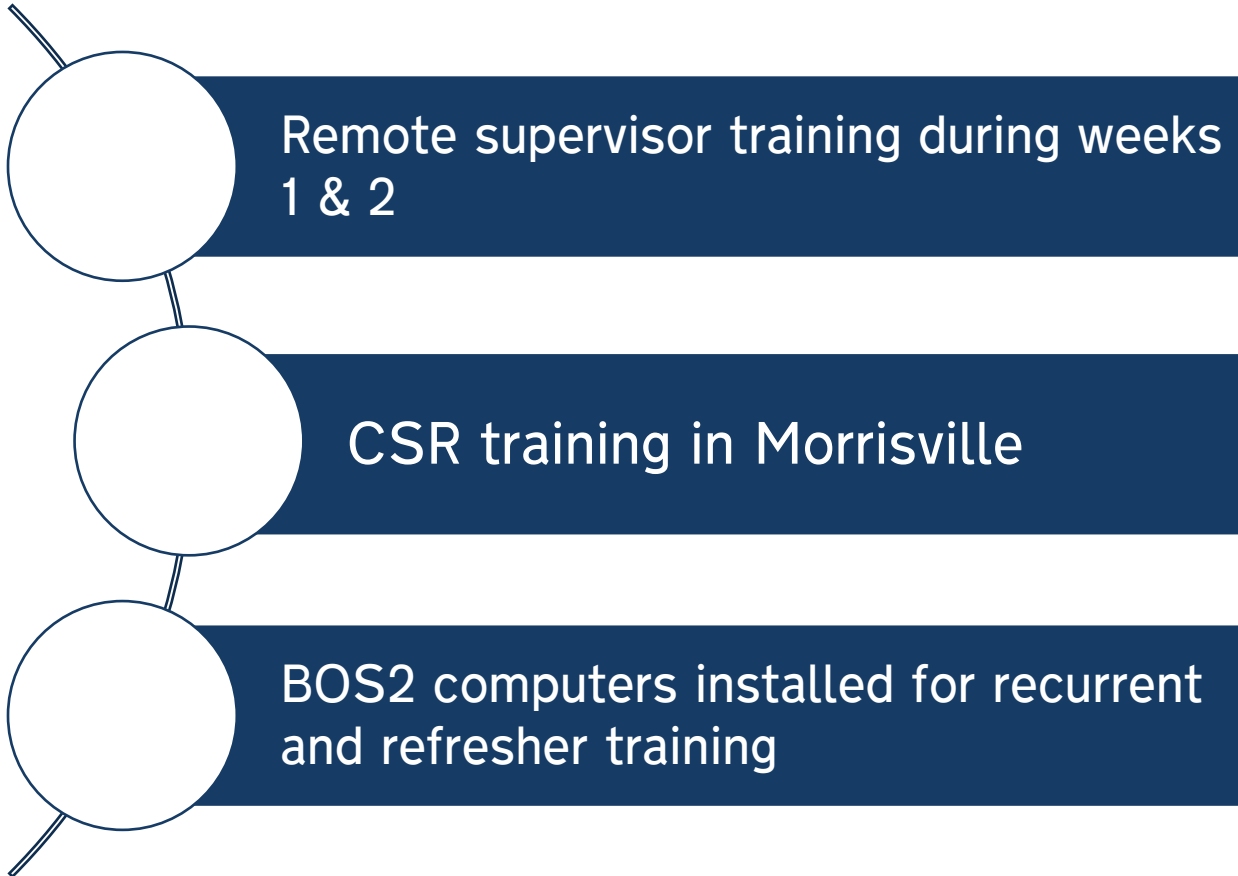
First BOS2 training starts 12/13

Direct connect to BOS2 environment

Four 5 day BOS2 classes scheduled



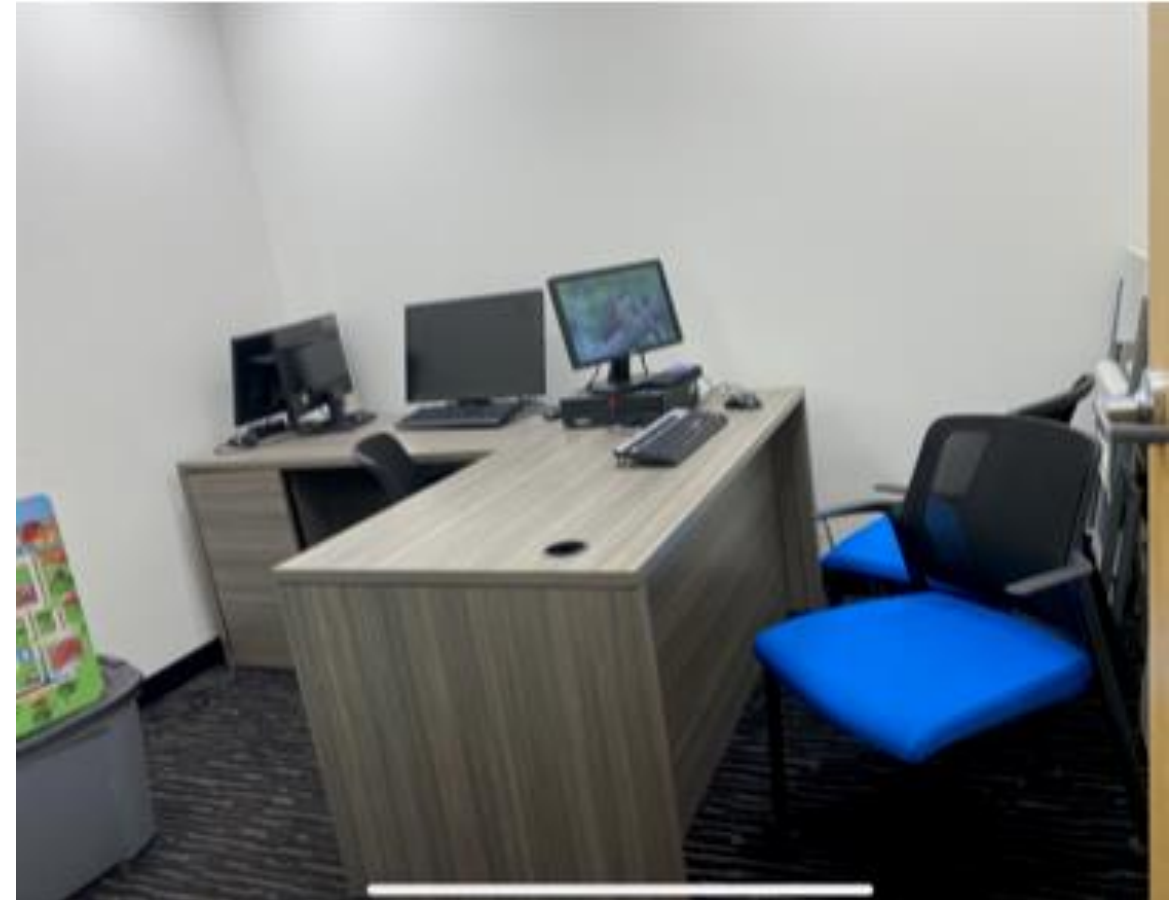
Remote Walk In Centers



Remote supervisor training during weeks 1 & 2

CSR training in Morrisville

BOS2 computers installed for recurrent and refresher training



Our commitment to Quality and Success

- We will collect continuous feedback throughout training sessions
- We will train our team, so we are ready to assist customers with their NC Quick Pass and Bill-By-Mail account management and payments
- Our staff wellness and health is our top priority

BOS2 Communications

Logen Hodges
Marketing & Communications Director

Schedule

Campaign	Anticipated Date	Platforms	Messaging
Phase 1			
BOS2 General Announcement	60 days from go-live	Press release, email, social media, BBM insert, CSR script, Stakeholder coordination	**Early 2023 NC Quick Pass is launching a new website and customer experience.
Downtime of Website/Accounts	30 days from go-live	Press release, email, social media, BBM insert, CSR script, BOS1 website alert (banner), DMS sign messaging, temporary landing page (FAQ), Stakeholder coordination	**NC Quick Pass will be launching a new system and website. **For a short time, customers will not be able to access any NC Quick Pass services from X - Z, if you need to update your account, do so now.
Phase 2			
New Website Announcement	Go-live	Press release, Email, social media, BBM insert, CSR script, DMS sign messaging, IVR, Stakeholder coordination	**NC Quick Pass' new website is live – highlight new features!
Phase 3			
Website and App Marketing Campaign Launch	Within 90 days of system go-live	Press release, email, social media, BBM insert, CSR script, DMS sign messaging, IVR, new NCQP website banner, video	**NC Quick Pass is retiring our HOV app. **Download our new app today. **It's easier than ever to sign up for NC Quick Pass.



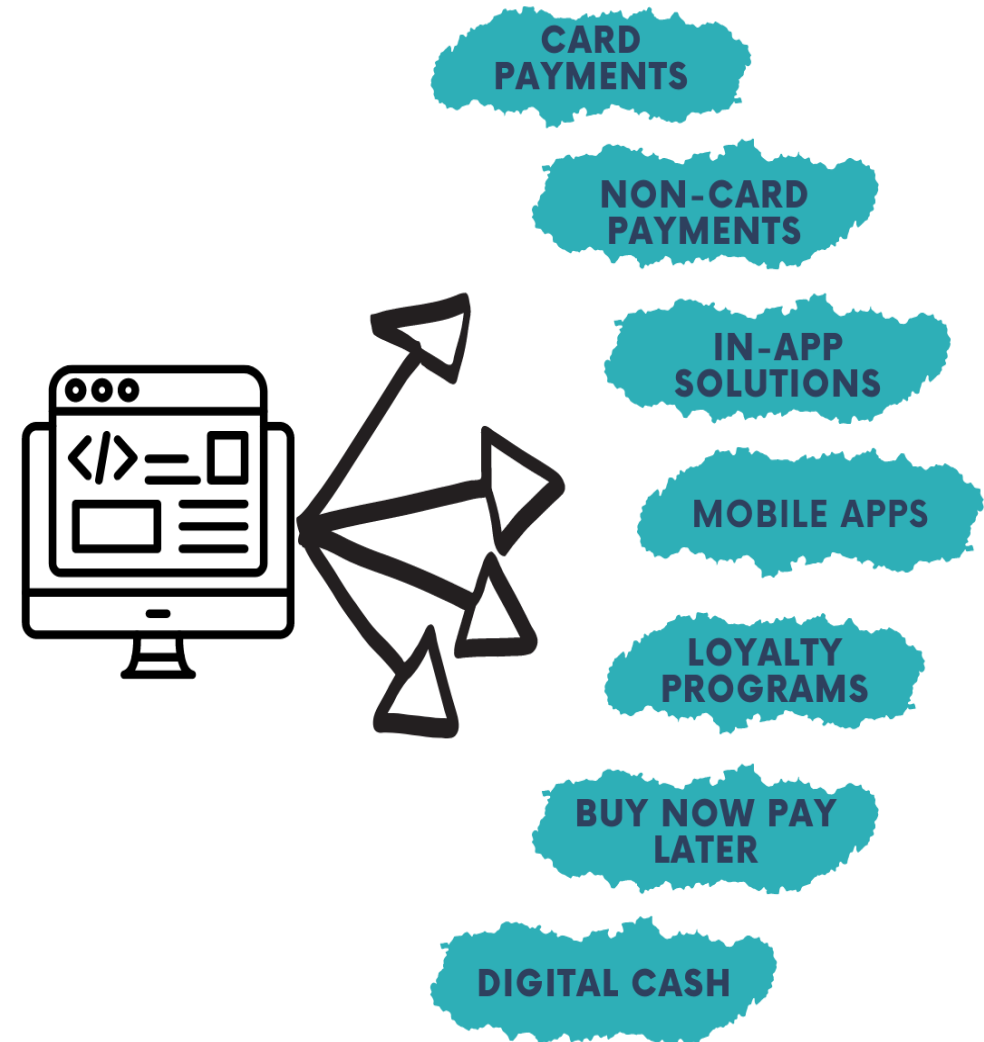
Digital Payment Gateway RFI Update

Chris Garlick

Director of Innovation & Strategy

Payment Gateway RFI Scope

- Identify cost effective payment options for now and future
- Review interoperable and operating models
- Discover products and innovation in payment processing
- Meet additional potential gateway partners



Payment Gateway RFI Schedule

Task	Date
RFI responses due	Responses Due November 29th
Cross Functional Team review & summary complete	Mid-January 2023
Toll Agencies review & release invitations to Industry One-on-One	Mid/Late January 2023 NCTA likely to host in Raleigh
Industry Meetings	February & March 2023 FTE likely to host in Orlando
Industry Standards & Pilot Projects	April - June 2023

2023 Committee & Full Board Meeting Dates

Secretary Boyette
Chair

2023 Board & Committee Dates

Board of Directors

- February 16, 2023
- May 18, 2023
- August 17, 2023
- November 16, 2023

Finance Committee

- January 25, 2023
- April 19, 2023
- July 19, 2023
- October 18, 2023

Operations Committee

- January 26, 2023
- April 20, 2023
- July 20, 2023
- October 19, 2023

All meetings will be held at 9:30 AM, unless otherwise noted

The background features a dark blue field with a subtle, repeating hexagonal grid pattern. Overlaid on this are several dynamic, glowing green particle trails. These trails consist of numerous small dots that form fluid, wavy lines, suggesting movement or data flow. One trail starts in the upper left and curves towards the center, while another begins in the lower left and extends towards the bottom right. A third, more vertical trail is visible on the right side of the frame.

Thank you!

Contact Us



ncdot.gov/turnpike



[@NCTurnpike](https://twitter.com/NCTurnpike)

ncquickpass.com

[@NC_QuickPass](https://twitter.com/NC_QuickPass)