



Board of Directors – Full Board Meeting Minutes

Meeting Details

Date: Thursday, February 16, 2023

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

John Adcock, Mary Clayton, , Montell Irvin,
Dr. Pamela Senegal, Robert Teer, Mayor Charles
(Chuck) Travis, & Vice Chair James (Jim) Walker

Members Present via Webinar

Sam Hunt

Members Absent

Secretary Boyette

Call to Order, Declaration of Quorum, Ethics Statement Review

James (Jim) Walker, Vice Chair

Discussion Summary

Vice Chair Walker called the meeting of the Turnpike Authority Board of Directors to order at 9:30 a.m. on Thursday, February 16, 2023, and conducted a roll call.

Members Present: John Adcock, Mary Clayton, , Montell Irvin, Dr. Pamela Senegal (joined meeting at 9:39 a.m.), Robert Teer, Mayor Chuck Travis, & Vice Chair James (Jim) Walker.

Members present Via Webinar/Teleconference: Sam Hunt

Members Absent: Secretary Boyette

Vice Chair Walker declared a quorum with all members present.

Actions Taken

Information only, no action required.

Approval of November 17, 2022, Meeting Minutes

James (Jim) Walker, Vice Chair

Discussion Summary

Vice Chair Walker stated that the November 17, 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 Mayor Chuck Travis.

Actions Taken

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

Approval of December 20, 2022, Meeting Minutes

James (Jim) Walker, Vice Chair

Discussion Summary

Vice Chair Walker stated that the December 20, 2022, special meeting minutes were also distributed prior to the meeting, and if there were no questions, he would accept a motion. Mr. John Adcock so moved, and the second was made by Mr. Robert Teer.

Actions Taken

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

Opening Comments

James (Jim) Walker, Vice Chair

Discussion Summary

Vice Chair Walker welcomed everyone and thanked Ms. Tiffanie Lee and Ms. Julie Lohrentz-Keaveny for their work preparing for the Board Meeting. He also thanked Mayor Chuck Travis for representing the NC Turnpike Authority Board with his participation as an alternate at the meeting of the CRTPO Board (Charlotte Regional Transportation Planning Organization). Mr. Walker discussed the significant vote taken the previous evening by CRTPO in consideration of a proposal to move forward with studying I-77 South. Mr. Walker also shared that Mr. David Roy had attended the same meeting and made important comments on behalf of the MPO (Charlotte County Metropolitan Planning Organization).

Actions Taken

Information only, no action required.

Executive Director Comments

J.J. Eden, Executive Director

Discussion Summary

Mr. J.J. Eden welcomed everyone, including Joey Hopkins, P.E., the Chief Operating Officer of NCDOT. Because of the length of the meeting, Mr. Eden explained that the meeting presentations would not include all of the slides printed in the Board Book. For example, there had not been many changes in the progress for I-485, so that presentation would be withheld today, in regard to time allowed. He stated that the focus of this meeting would be the pending changes taking place for the toll system cutover (starting February 17, 2023).

Mr. Eden discussed the complexity of the upcoming Back Office System Upgrade process and the upcoming presentation by Mr. Dennis Jernigan regarding the Construction Progress for Complete 540 Phases 1 & 2. He also shared that in the past each tolling system has had proprietary hardware and software. There is now an interagency push to explore the possibility of standardization of process and payment with twenty other tolling systems from across the country. The Pennsylvania Turnpike issued an RFI (Request for Information) for a group of tolling agencies. There was an expectation of receiving responses from 12 companies, and 34 were received. Originally only 3 tolling entities worked together for this purpose, but now there are 20 participants (in 15 states). It is a growing effort.

Mr. Eden mentioned that the day before, at the I-77 Express Partners meeting, Mr. David Roy and Mayor Chuck Travis represented the NC Turnpike Authority and answered questions. He stressed the importance of good communication practices within the department. Also mentioned were the numerous projects ongoing

at the Turnpike Authority. Additionally, Mr. Eden said that he was asked to present information about Turnpike's ongoing projects at the Legislature (Appropriations Committee Chairs) on March 1st.

The happy news that Mr. Alan Shapiro's wife is expecting a baby girl was announced by Mr. Eden. He continued to say that family is what life is all about and everyone offered their congratulations to Mr. Shapiro.

Mr. Eden told the Board Members that the next Turnpike Authority Board of Directors Meeting would be held on Wednesday, May 24th and that Board Pictures would be taken at that time. May 18th had been the previously assigned date of the meeting.

Mr. Eden next announced that representatives of I-77 Mobility Partners were attending today's meeting and would present information regarding some of the upcoming initiatives. Mr. Jose Espinosa, the CEO of I-77 Mobility Partners, would be giving a presentation about the I-77 Express current tolling experience and future plans for Charlotte area driving choices. He also stated that he would be moving to another project in Dallas, and that there would be a new CEO taking his place.

After Mr. Espinosa's presentation there was a question-and-answer period. Ms. Mary Clayton asked Mr. Espinosa what he had learned during his experience in North Carolina, working with other projects in the past, and how reliability could be established. He said that he had learned how important good communication was in regard to successful projects for all entities working together and how good communication was key to building trust. He added that ongoing analysis and improvements were also important. Mr. Teer asked if the data gathered by I-77 Mobility Partners was done by computers. Mr. Espinosa said that there was technology in place which collected real-time data, and that there were multiple people analyzing the information on an ongoing basis.

Mayor Travis agreed that good communication was key to the success of any collaboration. He asked a question about the 15% increase in average speed. He said he drives the corridor daily from Cornelius to Charlotte. He observes the roadways from multiple vantage points. He said he would like to see the 15% increase in average speed raised to a higher number. He said that there is still a disparity between general traffic travel and managed-lanes travel. Mayor Travis said he usually sees base rate tolling fees, whereas he would like to see dynamic pricing being utilized throughout each day. Mayor Travis said he was curious about Mr. Espinosa's thoughts regarding the base rates, and if they seemed correct to him. He also asked was if it was possible to adjust those rates. Mr. Espinosa answered that the rates were based on normal conditions in a free-flowing environment. The dynamic pricing would start moving up as extra demand started to affect the flow of traffic. Also, Mr. Espinosa said, the system was set to change every five minutes as it was always ready to adjust. He explained that the normal/base rate was for normal conditions, not for congested periods. Mayor Travis said that he understood the concept but did not see it being applied in his observation of normal performance on the corridor. He gave an example of traffic that he had experienced that same morning. Mayor Travis then discussed adjusting the base rate during peak times. He stated that he was encouraging the I-77 Mobility Partners to get more capacity out of the system.

Mr. J. J. Eden mentioned that he had switched up the Agenda, in order to accommodate the travel plans of several people presenting to the Board. He apologized for not communicating this intention to the members

earlier. Mr. Eden wishes Mr. Espinosa and his co-worker the best of luck with their new endeavors. Mr. Walker thanked Mr. Espinosa for his presentation and told him that he is always welcome to come before the Board.

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 December.

Since the Board meeting, the Finance Committee has met once, January 25, 2023.

On January 25th, the Finance Committee received presentations on the following updates: BANs Defeasance, Complete 540 Construction, Complete 540 Phase 2, Complete 540 Spend, and Backoffice System 2.

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

At the January 26, 2023, meeting, the Operations Committee received presentations on the following updates: Complete 540 Construction, Complete 540 Phase 2, I-485 Express Lanes, Toll Technology, Technology, Customer Service, and Communications.

Mr. Irvin made the point that the Operations Committee was a great place to give more detailed presentations on projects, which could alleviate some of the time pressures felt at the full Board of Directors meetings.

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, Cash Generated from Operations, Operational Cash Remaining After Debt Service, and Cash Remaining after Debt Service and Operating Expenses for Triangle Expressway and Monroe Expressway.

Mr. Eden added that the revenue shortfall was in regard to projections, not year-over-year. Mr. Newsome then shared that year-over-year numbers were a little bit above projection. He said that the finance department would continue to monitor this data going forward.

Actions Taken

Information only, no action required.

Chief Engineer's Update

Dennis Jernigan, P.E., Interim Chief Engineer

Discussion Summary

Mr. Dennis Jernigan presented information about several upcoming project tours and events for industry groups. Mr. Jernigan shared information about the status of Complete 540 Phase 2, and the Procurement Schedules for R-2829A and R-2829B. Also shown during his presentation were photos of the removal of the FAA Communications Tower Relocation (R-2829B), the status of the SBA Cell Tower Relocation (R2829B), and the Wrong Way Driver RFLOI (Request for Letters of Intent).

Ms. Mary Clayton asked Mr. Jernigan what interesting information was gathered in the RFLOI for the Wrong Way Driver program. He said that there had been a full gamut of presentations. Included was an evaluation of the current systems and the introduction of a thermal camera and other types of technology which could meet a variety of needs within the Roadway Group. He continued to say that the presentations helped the team to learn about what is currently available and what may be possible for the future. Ms. Clayton asked if information had been shared that could lead to a reduction in the number of wrong-way driver incidents. Mr. Jernigan said that yes, including one company that had 180 worldwide locations and did not have any reported incidents with wrong-way vehicles. He also noted that in-vehicle technology was part of the questionnaire. It was revealed that some companies either made or used existing apps as part of their in-car systems.

Mr. Walker expressed his gratitude to Mr. Jernigan and emphasized his support of the Wrong Way Driver program.

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. Mr. Shapiro also notified the Board that there were two capital improvement program projects starting soon on both roadway systems. Mr. Robert Teer asked Mr. Shapiro about the nature of the two upcoming projects. Mr. Shapiro explained that one would be a re-sheeting of all signs on Triangle Expressway, and the other involved a striping refresh and a marker re-lensing on the concrete sections of Triangle Expressway.

Mr. Walker thanked Mr. Shapiro and shared that the previous day he had seen a dangerous situation on I-40, and Mr. Shapiro had dealt with it right away.

Actions Taken

Information only, no action required.

I-485 Construction Update

Brett Canipe, Division Engineer, Division 10

Discussion Summary

Mr. Brett Canipe presented information regarding the timeline and progress for I-485 Construction.

Mr. Walker thanked Mr. Canipe for his attendance at the meeting and for his service and participation at the CRTPO (Charlotte Regional Transportation Organization) meeting for I-77 the previous day in Charlotte.

Actions Taken

Information only, no action required.

Statewide Roadside Toll Collection System RFP Update

Toll Technology & Operations Update

Manish Chourey, Chief Technology Officer

Discussion Summary

Mr. Manish Chourey provided an update to the Board regarding the Statewide Roadside Toll Collection System RFP (Request for Proposal) procurement process changes and details regarding the Backoffice System 2 Transition Steps, Timeline & Attributes. Mr. Chourey also gave an update on Toll Technology and Operations.

Mr. Walker thanked Mr. Chourey for the information and expressed his enthusiasm for the upgrades for payment options. Mayor Chuck Travis wished Mr. Chourey good luck with the upcoming transition.

Actions Taken

Information only, no action required.

Customer Service Update

Angela Queenland, Manager of Customer Service
Suzie Wiley, Quality & Training Manager

Discussion Summary

Ms. Angela Queenland reported Call Center Statistics, Walk-In Statistics, data for Average Speed to Answer and Handle Calls, and details relating to the transition phase for the new Backoffice System 2. Ms. Wiley shared information about the Backoffice System 2 Preparations for Existing Staff and New Hires. Ms. Queenland also told the Board Members about the plans being made for the BOS2 Preparation Dark Period.

Mr. John Adcock asked Ms. Queenland if it was possible to do tracking in order to know the reason that customers called the NC Quick Pass number. Ms. Queenland answered that this was something that had been tracked with agent input at the end of each call and at the walk-in centers. She stated that more detailed and useful data would be collected with the new system in the future. Ms. Queenland said that the new website would track each customer's path through the website. This capability would benefit process improvement procedures, as well.

Dr. Pamela Senegal then mentioned that she was struck by the number of individuals that used the walk-in centers. She asked if the department had a goal for directing customers to the web and app systems more often, thus managing the time and assets of the department. She asked if there were there such goals? Ms. Queenland explained that those goals were currently being formulated, as the information had not been available prior to the implementation of the new system. The web dynamics of the new app would produce

more detailed information for future review. Ms. Queensland also stated that the goal was to continue to make the walk-in centers available for customer support. Mr. Logen Hodges added that the marketing consultant company, ICF, and Ms. Krista Wilson, would be working with the department to do environmental analysis of customers and their geographic locations in an effort to better serve the needs of Turnpike customers.

Mr. J. J. Eden added that one of the main reasons the department was upgrading the Backoffice System was that the new system would allow API (Application Programming Interface) connecting access for the customers of NC Quick Pass. Turnpike currently used this type of access for E-Z Pass and the DMV (NC and other states). He stated one benefit of using this technology was the ability to utilize a digital voiceprint. This new API ability makes NCTA the first tolling system in the country to have the ability to use these tools. This is thanks to the vendor, TransCore, who has pledged to add capacity to the new system in the future. This change will allow NC Quick Pass to grow and help to reduce the costs of collecting payments and raise the bar on how the customers are served. Mr. Eden shared an example about the generational gap and cash usage. He also explained that there is an effort within the department to utilize technology to raise standards throughout the NCTA Department. He would like the focus to be on interoperability going forward within the industry. This should allow connectivity with the programs used in the future without each tolling group having to make major upgrades to their systems.

Mr. Walker thanked Ms. Queensland and Ms. Wiley for their service as representatives of the Turnpike and for their important work regarding customer support.

Actions Taken

Information only, no action required.

Communications & Marketing Update

Logen Hodges, Communications Director

Discussion Summary

Mr. Logen Hodges presented plans for the new Backoffice System 2 in relation to the marketing campaign and program transition schedule. He showed examples of the designs to be used for printed materials, webpages, cell phones, and social media applications.

Actions Taken

Information only, no action required.

Closing Comments, Adjournment

Mr. James (Jim) Walker, Vice Chair

Discussion Summary

Vice Chair Walker thanked everyone for attending the meeting. He expressed his appreciation to the visitors from Cintra and I-77 Mobility Partners. He extended an invitation to them to attend NC Turnpike Authority Board meetings in the future. He reminded everyone that the next Board of Directors Meeting would be May 24, 2023, at 9:00 a.m. (not 9:30 a.m.).

Mr. J.J. Eden shared some closing remarks. He reminded the attendees that customers could receive updates about the back-office system changes at quickpass.com, on Twitter, and on Facebook. Mr. Eden said that all customers would receive an email once the transition was complete and that the department anticipated some systems updates after the 'go live' date. He advised everyone that there could be longer than usual wait times, but that there had been an increase in the staff answering customer inquiries to help alleviate the system impact. Mr. Eden said that Ms. Queensland, GC Services, and their teams had done a lot of hard work to anticipate this transition, and he was hoping for a smooth upgrade period.

Mr. Eden reminded the Board Members that during the May 24th meeting they would have a photographer to take pictures. Thus, the need for full attendance in May. Mr. Eden mentioned his plan was to put the pictures of the Board on the walls of the 6th Floor Conference Room. He added that he wanted to commemorate the growth of the NCTA and honor the Board Members who had led the department through the processes from early-stage planning to project completion, and tolling management.

A construction update was given by Mr. Eden for the NCDOT building elevators, bathrooms, and ceiling replacements. He explained that because of the ongoing projects downtown the NCTA staff would relocate to other offices, including the Morrisville CSC, the Century Center, and remote work.

Next Mr. Eden mentioned that Logann Perry would be working with Dr. Senegal to start creating projects which would add to career enhancement for the call center employees. This would include educational and other yet defined efforts. He thanked Dr. Senegal for her willingness to assist with this goal. He envisioned this program being in addition to the college internship programs that Turnpike offered each year. Mr. Eden also thanked Logann Perry for formulating the program concepts and for working to implement them.

Actions Taken

Vice Chair Walker stated that he would accept a motion for the meeting to be adjourned. Ms. Mary Clayton made the motion to adjourn, and it was seconded by Dr. Pamela Senegal. The February 16, 2023, NC Turnpike Board of Directors meeting was adjourned at 11:24 a.m.