

# **EXHIBIT C**

**Submitted to the Transportation, Public Works and  
Independent Authorities Committee  
from  
Robert Durando**

**THE PORT AUTHORITY OF NY & NJ**

December 19, 2013

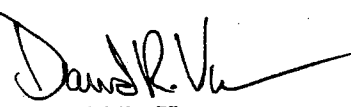
Mr. Charles A. Buono, Jr.  
Office of Legislative Services  
State of New Jersey  
State House Annex  
P.O. Box 068  
Trenton, New Jersey 08625

Dear Mr. Buono:

This letter is in response to the subpoena duces tecum, dated December 12, 2013, issued to Robert Durando by the Assembly Transportation, Public Works and Independent Authorities Committee (the "Committee"). The documents, Bates stamped PA - RD - 000001 to PA - RD - 000031, which resulted from a search of Port Authority records, are responsive to the Committee's request for all documents and correspondence, produced between August 1, 2013 and the present date between the named parties concerning the reduction from three to one of the eastbound Fort Lee, New Jersey access lanes to the George Washington Bridge from September 9, 2013 through September 13, 2013. The documents are also responsive to the oral requests made of Mr. Durando at the Committee's hearing on December 9, 2013.

If you have any questions concerning the foregoing, kindly call me.

Very truly yours,

  
David R. Kromm

DRK/pg

Re.txt

From: Wildstein, David  
Sent: Thursday, September 12, 2013 8:49 PM  
To: Durando, Robert  
Subject: Re:

Thanks, enjoy the day off

----- Original Message -----

From: Durando, Robert  
Sent: Thursday, September 12, 2013 08:36 PM  
To: Wildstein, David  
Subject:

Good Evening,  
I'm out of the office tomorrow on a V-day, however, I'm available via BB or cell  
[REDACTED] if  
you need to contact me.

Please call me after 6am.txtfoye.txt

From: Foye, Patrick  
Sent: Friday, September 13, 2013 6:02 AM  
To: Durando, Robert  
Subject: Please call me after 6am  
[REDACTED]



Re Please call me after 6am.txt

From: Wildstein, David  
Sent: Friday, September 13, 2013 7:01 AM  
To: Durando, Robert  
Subject: Re: Please call me after 6am

His staff knows, but bb will to him

----- Original Message -----

From: Durando, Robert  
Sent: Friday, September 13, 2013 06:46 AM  
To: wildstein, David  
Subject: Re: Please call me after 6am

He asked about the test. He asked why he wasn't told.

----- Original Message -----

From: Wildstein, David  
Sent: Friday, September 13, 2013 06:13 AM  
To: Durando, Robert  
Subject: Re: Please call me after 6am

Let's me know what he says, thanks

On Sep 13, 2013, at 6:04 AM, "Durando, Robert" <rdurando@panynj.gov> wrote:

> Fyi

>

> ----- Original Message -----

> From: Foye, Patrick  
> Sent: Friday, September 13, 2013 06:01 AM  
> To: Durando, Robert  
> Subject: Please call me after 6am

>

>

Fernandez, Vanessa

From: Jacobs, Daniel  
Sent: Thursday, September 12, 2013 5:14 PM  
To: Muriello, Mark  
Subject: Emailing: Fort Lee Trial Review.ppt  
Attachments: Fort Lee Trial Review.ppt

The message is ready to be sent with the following file or link attachments:

Fort Lee Trial Review.ppt

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

# **Reallocation of Toll Lanes at the GWB**

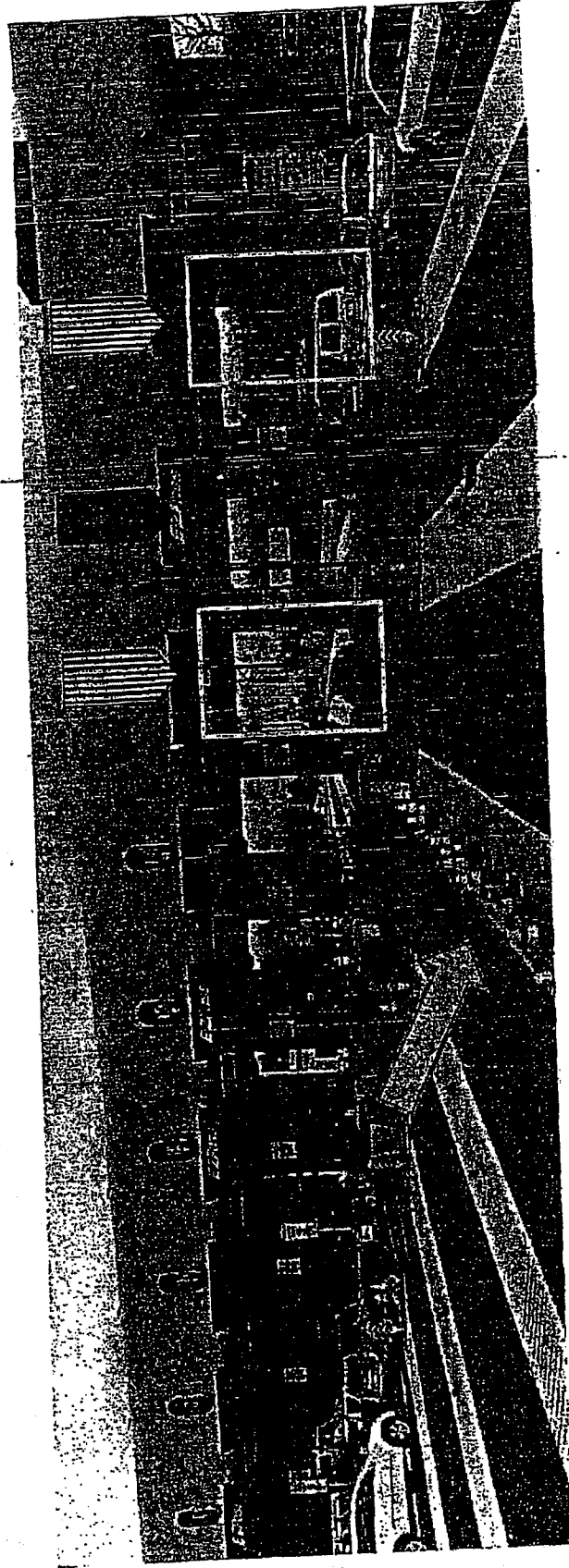
An EARLY assessment of the benefits of the trial

September 12, 2013

THE PORT AUTHORITY OF NY&NJ

# ***Reallocate Toll Lanes Presently Dedicated to Ft. Lee Traffic During the AM Peak***

Lanes 20, 22, and 24 have been dedicated to "local" traffic during the AM peak using a cone line.



THE PORT AUTHORITY OF NY & NJ



## **Local Traffic Throughput**

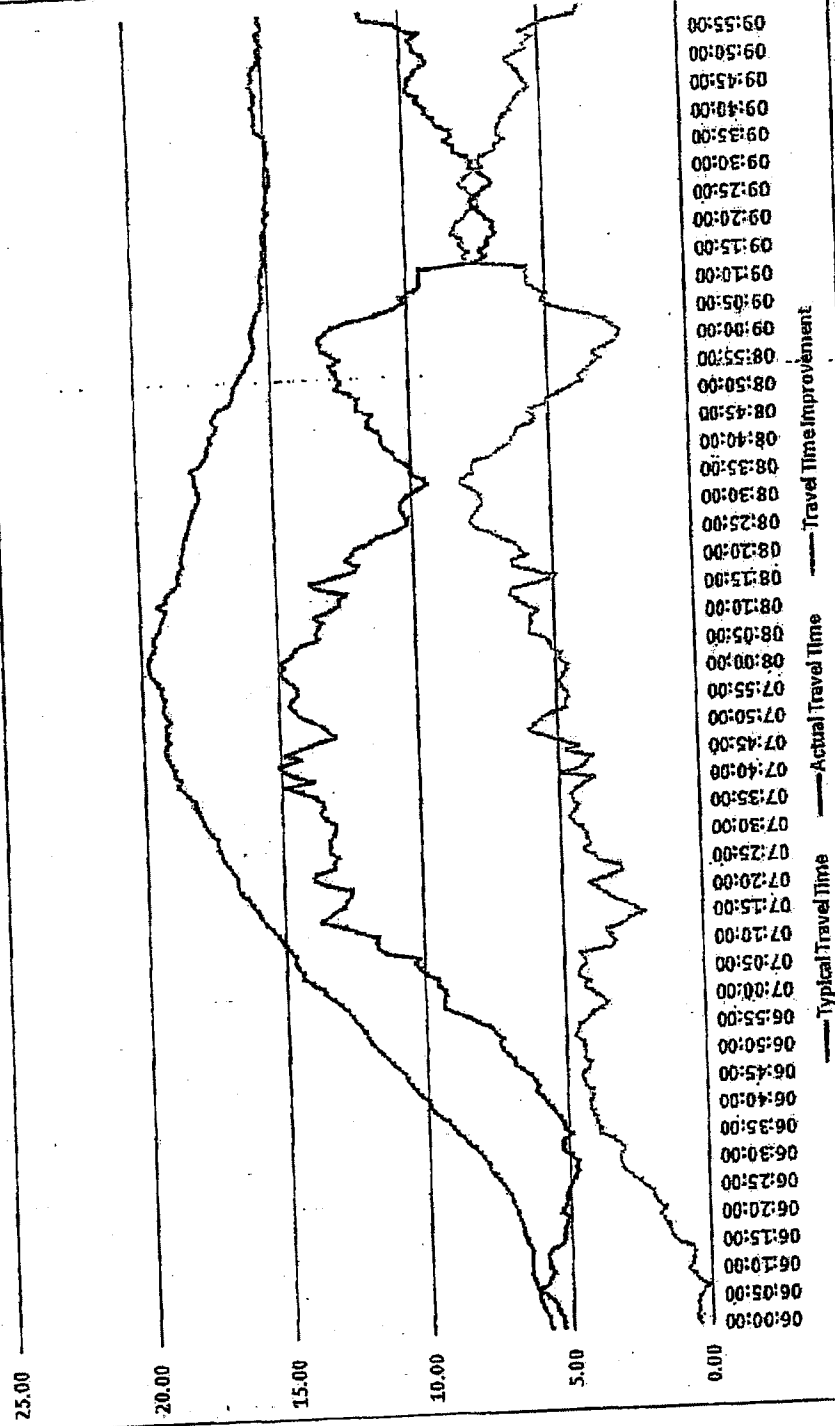
***By eliminating two of the toll lanes dedicated to "local" traffic from Ft. Lee, this traffic was forced to queue on local streets:***

- An analysis of traffic prior to implementation assumed that unprocessed demand could reach over 600 vehicles
  - This analysis was based on the assumption that only traffic originating in Ft. Lee would use the local ramp after trial implementation
- Two separate queues set up in Ft. Lee each stretch for over 0.5 miles (equivalent to over 260 vehicles)
- Queues were predicted to continue until around noon, which processing capacity of Lane #24 would catch up to demand
  - This matches actual performance observed by GWB management
- Unfortunately, "local" E-ZPass traffic lost its dedicated E-ZPass lane, requiring this traffic to join the CASH queues
  - On 9-4-13, "local" traffic had an E-ZPass market share of 46% during the AM peak period . . .

**THE PORT AUTHORITY OF NY & NJ**

# Peak Travel Times - 9/12/2013

Mainline (I-95) Travel Time Comparison to Typical Travel Times @ GWB  
 (w/New Fort Lee Toll Lane Configuration)  
 Sep 10th 2013: 6 - 10 AM



THE PORT AUTHORITY OF NY & NJ

## Vehicle Hours of Delay

*The trial results in a trade-off between travel time savings for mainline traffic and substantial delays for "local" traffic:*

- Assuming the 11,592 vehicles using the mainline toll lanes after implementation of the trial each saved 5 minutes, the total savings would be approximately 966 vehicle hours of reduced delay.
- Based on estimated Fort Lee queues of approximately 600 vehicles over the course of four hours, local traffic is experiencing an additional 2,800 vehicle hours of delay.
  - Even if queues are half those estimated, the additional delay would still far exceed the savings of mainline traffic . . .
- Based on estimated Fort Lee queues of approximately 550 vehicles at 10 AM, many of these vehicles will pay the off-peak toll
  - At an E-ZPass market share of 46%, this works out to a revenue loss of \$550 per day or \$137k per year.

## Conclusions

:

- TBD

Abelians, Ana

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**From:** Bates, Jennifer  
**Sent:** Wednesday, September 11, 2013 11:40 AM  
**To:** Durando, Robert  
**Cc:** Rivera, Jose; Baig, Rizwan (Mirza); Ramirez, Enrique; Shabih, Raheel; Diculescu, Michael  
**Subject:** RE: GWB Upper Level Toll Plaza Modified - Travel Time Analysis

**Categories:** Blue Category

Bob,

Thank you. Yes, Traffic Engineering is compiling the travel time information. The analysis for yesterday's operation (9/10/13) is ready and will be sent to you shortly. The analysis for this morning's operation (9/11/13) will be available tomorrow morning.

Jennifer Bates, P.E.  
Senior Engineer  
Traffic Engineering

  
[jbates@panynj.gov](mailto:jbates@panynj.gov)

**Abelians, Ana**

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**From:** Rivera, Jose  
**Sent:** Tuesday, September 10, 2013 12:22 PM  
**To:** Zipf, Peter  
**Cc:** Buchsbaum, Jack; Starace, Jim; Diculescu, Michael; Baig, Rizwan (Mirza); Shabih, Raheel  
**Subject:** FW: GWB Upper Level Toll Plaza Modified

**Categories:** Blue Category

Peter,

Traffic Engineering looked at the mainline travel time data from yesterday, but because of an incident on the CBX that resulted in traffic delays across the bridge, the travel times recorded are not suitable to assess the impacts of the new traffic pattern. Since no incident occurred during the morning peak period today, the comparison of today's travel times with the typical travel time on a Tuesday will be more indicative of traffic impacts. We will perform that analysis and share it with the group tomorrow morning.

Report from Bob Durando on Tuesday morning, 09/10/13 "test":

**From:** Durando, Robert  
**Sent:** Tuesday, September 10, 2013 11:05 AM  
**Subject:** RE: GWB Fort Lee Approach - 9/10/13

A little better than yesterday but still not good. I-95 approaches were free and clear by 0830 and the Ft Lee approaches were packed. We addressed that by diverting Martha and BRB traffic up to Center and directed that traffic into toll lanes 20 and 22, which they should have access to, had we given them the 3 lanes as per the agreement. This diversion is very labor intensive.



GWB Fort Lee  
09-10-13.pdf

Jose

---

**From:** Rivera, Jose  
**Sent:** Monday, September 09, 2013 2:37 PM  
**To:** Zipf, Peter  
**Cc:** Buchsbaum, Jack; Starace, Jim; Diculescu, Michael; Baig, Rizwan (Mirza)  
**Subject:** RE: GWB Upper Level Toll Plaza Modified

Peter,

My Traffic Operations staff has been in touch with the facility. Below is an email from Bob Durando on this morning's "test":

-----Original Message-----

**From:** Durando, Robert  
**Sent:** Monday, September 09, 2013 12:35 PM  
**Subject:** RE: GWB Fort Lee Approach

East bound traffic broke at about 11:30 this morning, however, there was an incident on the CBX that contributed. We fielded 10 or so angry customers regarding there being only 1 toll lane available for Fort Lee and I had an unpleasant interaction with Fort Lee Police Chief and Asst Chief about congesting the Borough, and preventing the smooth flow of emergency response vehicles throughout the Borough. Their characterization was that the "test" was a monumental failure. Fort Lee is not happy. Our PD spent an extended period working the intersections and implemented diversions that further congested the borough. Traffic travelling north on Central were not permitted to make a left hand turn onto Bruce Reynolds Blvd. They were forced to make a right to Hudson Terrace and get on the end of the queue approaching from Martha Washington Way. (Diagram included showing this diversion. -jmr) I don't know whether this will continue tomorrow. Mr. Wildstein will be reaching out to me later to discuss. TBT 2 Mont staff are looking at numbers.



GWB Fort Lee  
Diversion.pdf

We are still working on travel time numbers on the mainline and will report back.

Jose

-----Original Message-----

From: Zipf, Peter  
Sent: Friday, September 06, 2013 8:25 AM  
To: Rivera, Jose  
Cc: Baig, Rizwan (Mirza); Buchsbaum, Jack; Starace, Jim  
Subject: RE: GWB Upper Level Toll Plaza Modified

Jose,

Great.

I also just sent a note to Cedrick on the same issue.

Can you give me "daily summaries" of Traffic impacts - both positive and negative.

Thanks,  
Peter

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From: Rivera, Jose  
Sent: Friday, September 06, 2013 8:18 AM  
To: Zipf, Peter  
Cc: Baig, Rizwan (Mirza)  
Subject: RE: GWB Upper Level Toll Plaza Modified

Peter,

Working with TB&T should not be a problem. It has been a team effort (somewhat) for the orthotropic deck project.

Jose

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From: Zipf, Peter  
Sent: Friday, September 06, 2013 8:16 AM  
To: Rivera, Jose  
Subject: RE: GWB Upper Level Toll Plaza Modified

Thanks - can you reach out to your counterparts in TBT to let them know, ie, can it be a "team approach"?

Is that reasonable and doable?

Let me know if I need to call anyone.

Thanks

-----Original Message-----

From: Rivera, Jose  
Sent: Friday, September 06, 2013 8:13 AM  
To: Zipf, Peter  
Cc: Baig, Rizwan (Mirza); Diculescu, Michael; Patel, Umang; Shabih, Raheel  
Subject: RE: GWB Upper Level Toll Plaza Modified

Peter,

I will look into whether we can monitor this similar to how we monitor the closures for the orthotropic deck project.

Jose

---

From: Zipf, Peter  
Sent: Friday, September 06, 2013 8:10 AM  
To: Rivera, Jose  
Subject: RE: GWB Upper Level Toll Plaza Modified.

Jose,

I was advise that on Monday TBT plans to implement the plan per sheet 4 (neck down to one lane).

Is there any way that Traffic can be in touch with what ramifications come from this, -ie, I assume TBT will monitor traffic impacts on Fort Lee as well as GWB flow through. Do they share that with your group or does your group get its own information?

Thanks,  
Peter



---

From: Zipf, Peter  
Sent: Thursday, August 29, 2013 6:09 PM  
To: Rivera, Jose  
Subject: RE: GWB Upper Level Toll Plaza Modified

Thanks Jose!

Peter

---

From: Rivera, Jose  
Sent: Thursday, August 29, 2013 12:54 PM  
To: Zipf, Peter; Wildstein, David  
Subject: RE: GWB Upper Level Toll Plaza Modified

As discussed, attached is a revised PDF showing the GWB Upper Level Toll Plaza under four scenarios:

Sheet 1: Shows a typical mid-day operation, where traffic cones are set aside and traffic is allowed to move freely from the various approaches.

Sheet 2: Shows a mock up of the morning peak period, where the traffic cones are typically set up to segregate the three lanes from Fort Lee to flow into the three right-most lanes of the toll plaza.

Sheet 3: Shows a mock up of a potential modified morning peak period where three lanes from Fort Lee are merged into two lanes and feed the two right-most lanes of the toll plaza. Since the traffic flows are extremely congested during the morning peak periods, Traffic Engineering recommends that the Fort Lee traffic be segregated from the other approaches by use of traffic cones, regardless of the number of toll lanes it is feeding, to reduce the risk of sideswipe crashes.

Sheet 4: Similar to above, however traffic from Fort Lee is restricted to two lanes then merged into one lane to feed the right-most lane of the toll plaza. Also as above, since traffic flows are extremely congested during the morning peak periods, Traffic Engineering recommends that the Fort Lee traffic be segregated from the other approaches by use of traffic cones to reduce the risk of sideswipe crashes.



GWB UL Tolls 6.pdf

Jose

---

From: Zipf, Peter  
Sent: Wednesday, August 28, 2013 6:19 PM  
To: Wildstein, David  
Cc: Rivera, Jose

Subject: GWB Upper Level Toll Plaza Modified

David,

As requested, attached is a suggested modification. Jose will certainly work out the details/further development with GWB as needed. One additional scenario could be a merge down to one lane, if needed.

Let me know if you need anything further.

Peter

---

From: Rivera, Jose

Sent: Wednesday, August 28, 2013 6:11 PM

To: Zipf, Peter

Cc: Starace, Jim; Buchsbaum, Jack; Baig, Rizwan (Mirza); Diculescu, Michael

Subject: GWB Upper Level Toll Plaza Modified

Attached is a PDF showing the GWB Upper Level Toll Plaza under three scenarios:

Sheet 1: Shows a typical mid-day operation, where traffic cones are set aside and traffic is allowed to move freely from the various approaches.

Sheet 2: Shows a mock up of the morning peak period, where the traffic cones are typically set up to segregate the three lanes from Fort Lee to flow into the three right-most lanes of the toll plaza.

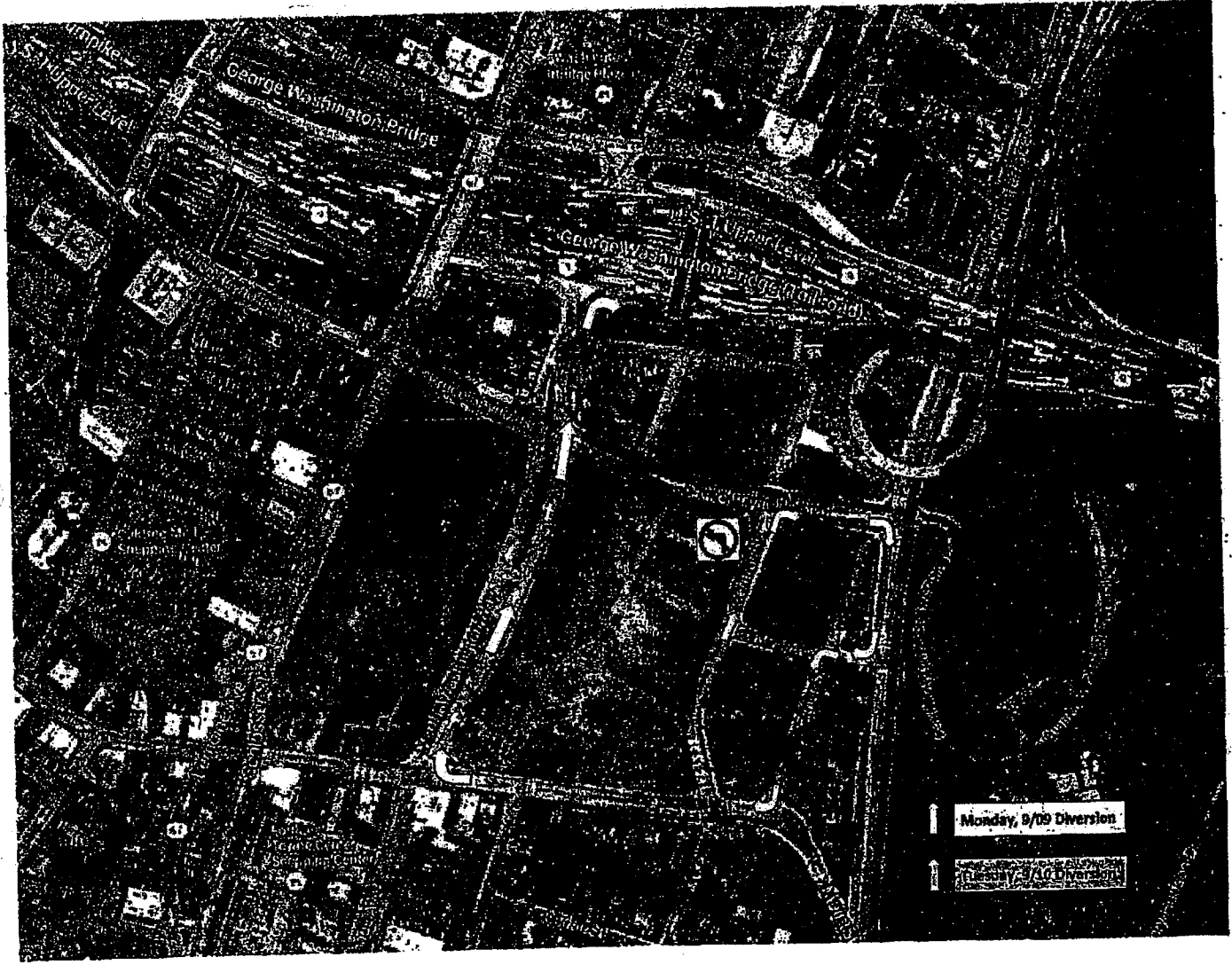
Sheet 3: Shows a mock up of a potential modified morning peak period where three lanes from Fort Lee are merged into two lanes and feed the two right-most lanes of the toll plaza. Since the traffic flows are extremely congested during the morning peak periods, Traffic Engineering recommends that the Fort Lee traffic be segregated from the other approaches by use of traffic cones, regardless of the number of toll lanes it is feeding, to reduce the risk of sideswipe crashes.

<< File: GWB UL Tolls 5a.pdf >>

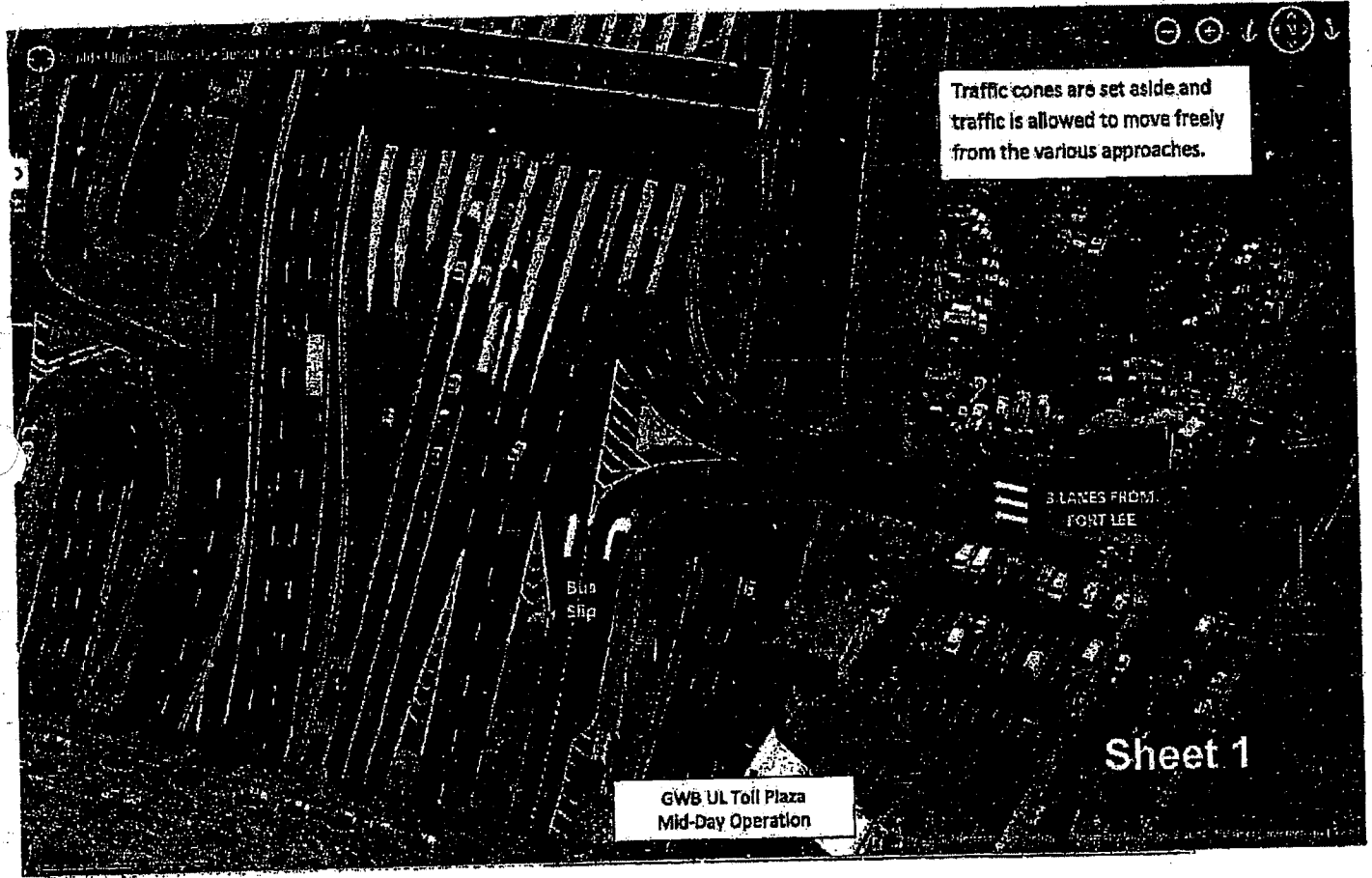
I hope this helps. Please advise if you need additional information.

Jose M. Rivera, Jr., P.E.  
Chief Traffic Engineer

Port Authority of NY & NJ | Two Gateway Center, 14th Floor | Newark, NJ 07102 |  
[REDACTED] | jrivera@panynj.gov | www.panynj.gov



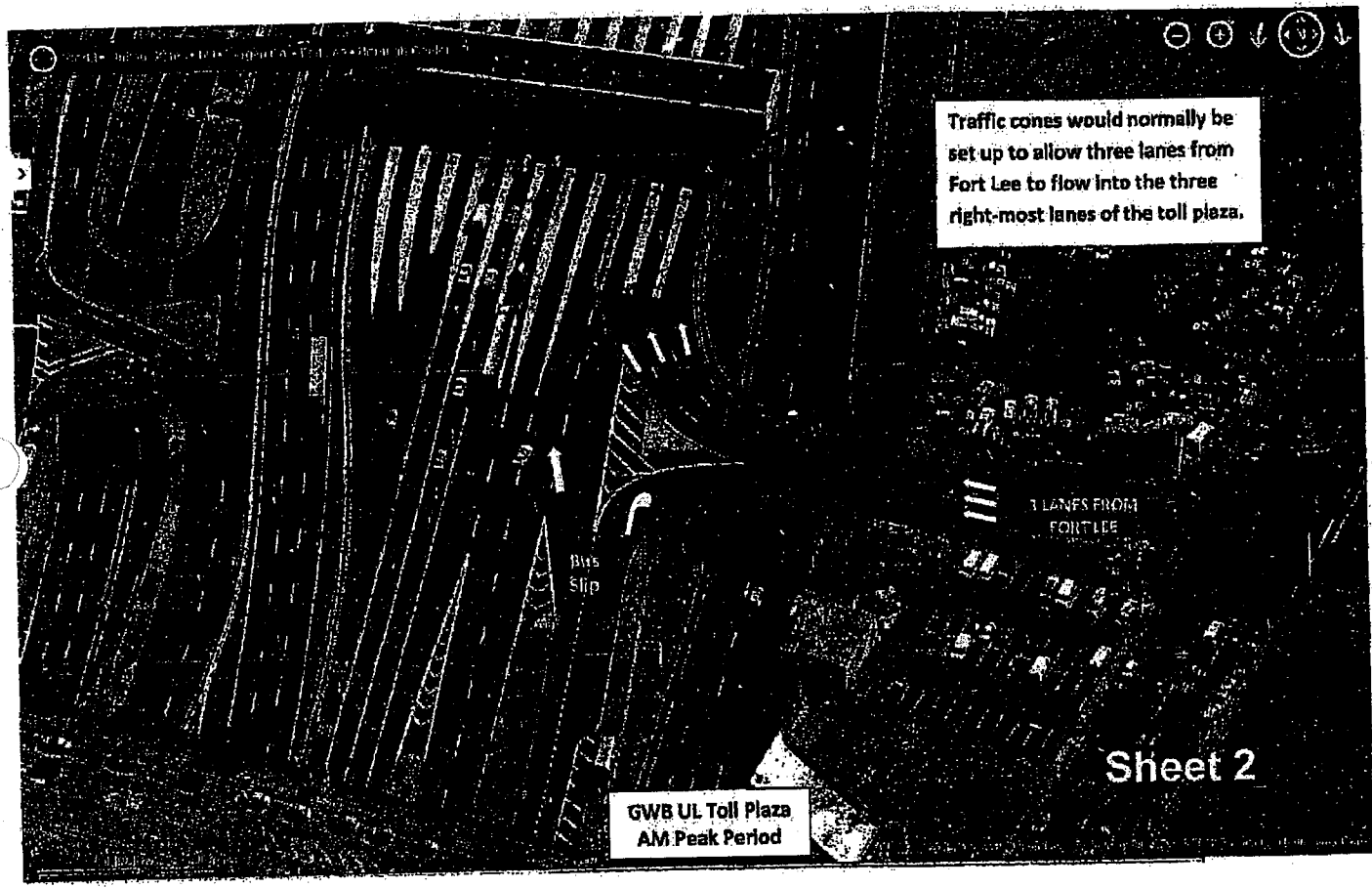




Traffic cones are set aside and traffic is allowed to move freely from the various approaches.

GWB UL Toll Plaza  
Mid-Day Operation

Sheet 1

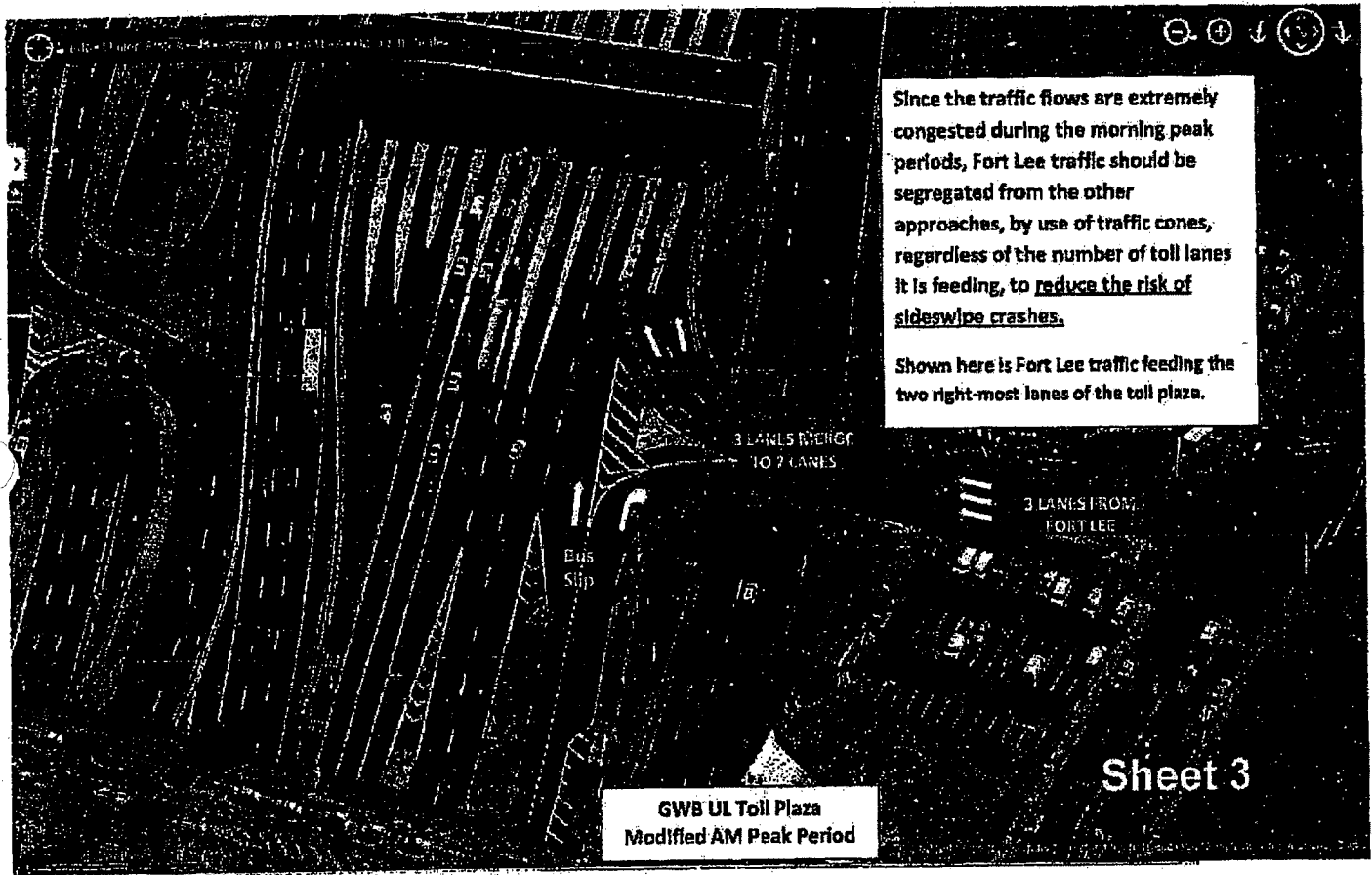


Traffic cones would normally be set up to allow three lanes from Fort Lee to flow into the three right-most lanes of the toll plaza.

GWB UL Toll Plaza  
AM Peak Period

3 LANES FROM  
FORT LEE

Sheet 2

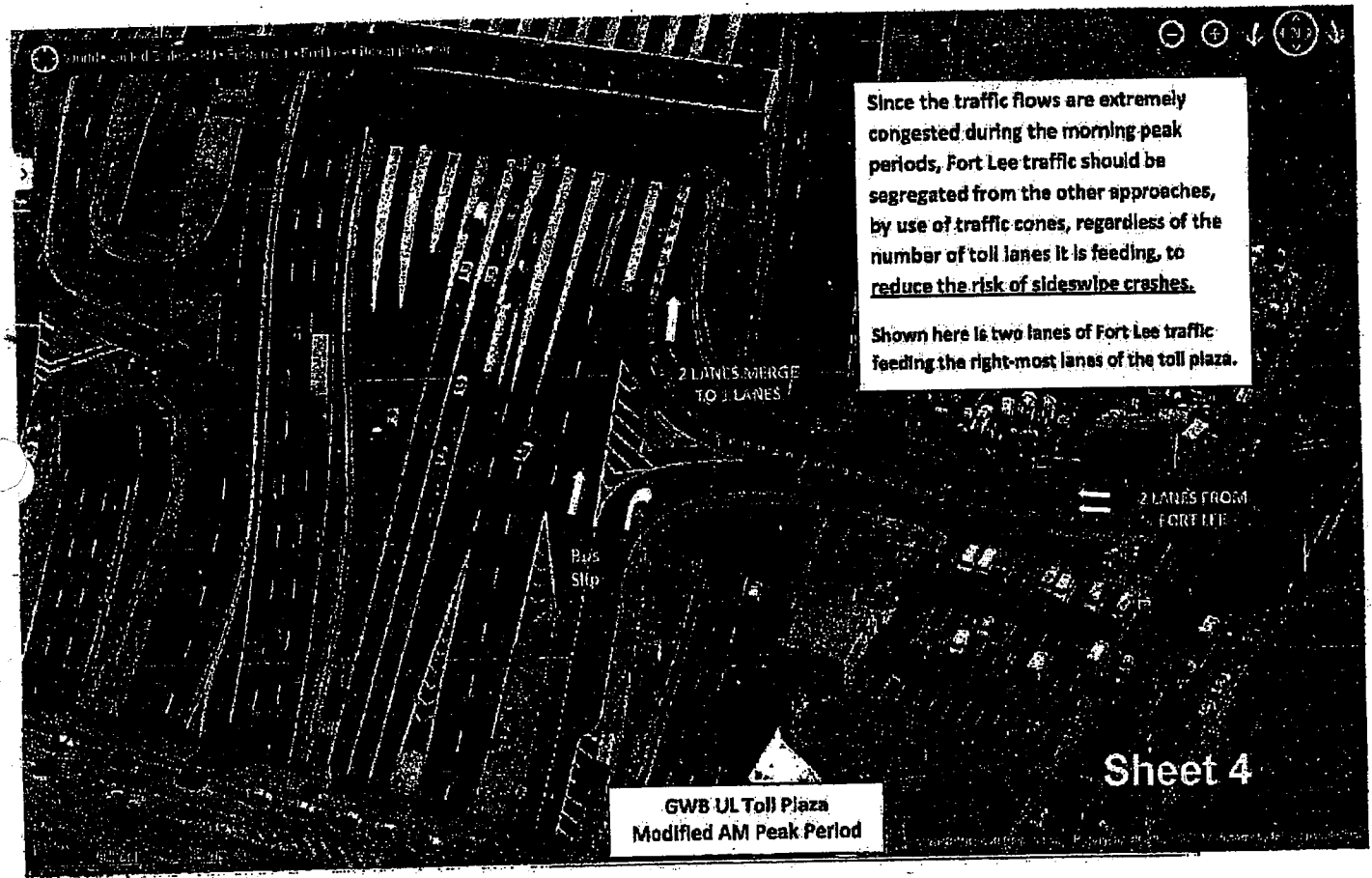


Since the traffic flows are extremely congested during the morning peak periods, Fort Lee traffic should be segregated from the other approaches, by use of traffic cones, regardless of the number of toll lanes it is feeding, to reduce the risk of sideswipe crashes.

Shown here is Fort Lee traffic feeding the two right-most lanes of the toll plaza.

**GWB UL Toll Plaza  
Modified AM Peak Period**

**Sheet 3**



**GWB UL Toll Plaza  
Modified AM Peak Period**

Sheet 4



**Abelians, Ana**

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**From:** Bates, Jennifer  
**Sent:** Wednesday, September 11, 2013 11:40 AM  
**To:** Durando, Robert  
**Cc:** Rivera, Jose; Balg, Rizwan (Mirza); Ramirez, Enrique; Shabih, Raheel; Diculescu, Michael  
**Subject:** RE: GWB Upper Level Toll Plaza Modified - Travel Time Analysis

**Categories:** Blue Category

Bob,

Thank you. Yes, Traffic Engineering is compiling the travel time information. The analysis for yesterday's operation (9/10/13) is ready and will be sent to you shortly. The analysis for this morning's operation (9/11/13) will be available tomorrow morning.

Jennifer Bates, P.E.  
Senior Engineer  
Traffic Engineering

  
[jbates@panynj.gov](mailto:jbates@panynj.gov)

-----Original Message-----

**From:** Durando, Robert  
**Sent:** Wednesday, September 11, 2013 11:06 AM  
**To:** Bates, Jennifer  
**Cc:** Rivera, Jose; Baig, Rizwan (Mirza); Ramirez, Enrique  
**Subject:** FW:

Here's what I told GOCOR this morning. This operation has the potential to be very expensive and labor intensive. Annualized toll collector costs for the additional coverage this operation requires is in the \$600k range. There are also additional, as yet undetermined police costs, due to PAPD covering corners through the extended rush. It's my understanding that TED is pulling together travel time information....true?

-----Original Message-----

**From:** Lado, Tina  
**Sent:** Wednesday, September 11, 2013 8:03 AM  
**To:** Durando, Robert  
**Cc:** Fulton, Cedrick  
**Subject:** Re:

So same diversion as yesterday? Any calls yet? I've not received any yet?

-----  
Please excuse any typos; sent using BlackBerry handheld device.  
[tlado@panynj.gov](mailto:tlado@panynj.gov)

----- Original Message -----

From: Durando, Robert  
Sent: Wednesday, September 11, 2013 08:01 AM  
To: Lado, Tina  
Cc: Fulton, Cedrick  
Subject: RE:

Good Morning Tina,

Same as the last two days. The mainline on I-95 is running very well. The borough continues to be congested, but it is 0800. Police are diverting traffic to provide alternate access to the Bridge.

-----Original Message-----

From: Lado, Tina  
Sent: Wednesday, September 11, 2013 7:59 AM  
To: Durando, Robert  
Cc: Fulton, Cedrick  
Subject:

Bob-- How's it going this morning?

-----  
Please excuse any typos; sent using BlackBerry handheld device.  
[tlado@panynj.gov](mailto:tlado@panynj.gov)

**Abellans, Ana**

---

**From:** Rivera, Jose  
**Sent:** Wednesday, September 11, 2013 5:10 PM  
**To:** Zipf, Peter  
**Cc:** Starace, Jim; Buchsbaum, Jack; Baig, Rizwan (Mirza); Diculescu, Michael; Shabih, Raheel; Durando, Robert  
**Subject:** FW: GWB Upper Level Toll Plaza Modified  
**Categories:** Blue Category

Peter,

Traffic Engineering performed the analysis for Tuesday, September 10, 2013 and did observe some improvement in the overall travel time on the mainline during the morning peak period (6:00am to Noon). The attached file graphically represents the impact of the new traffic pattern on travel times on I-95 local and express lanes to the GWB UL toll plaza. The summary of findings is as follows:

- For traffic originating on I-95 Express Lanes, an average reduction of 4.00 minutes in travel time was observed
- For traffic originating on I-95 Local Lanes, an average reduction of 2.76 minutes in travel time was observed.

The improvement in the travel time on the mainline should be weighed against the deterioration of level of service for the local traffic originating from Fort Lee. The facility and TB&T are assessing those impacts. We will coordinate with them and report back on the findings.



GWB\_UL - Toll  
lanes Reconfig....

Also, the daily report from the facility is as follows:

—Original Message—

**From:** Durando, Robert  
**Sent:** Wednesday, September 11, 2013 11:06 AM  
**Subject:** FW: GWB Fort Lee Approach - 9/11/13

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Jose

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approaching from Martha Washington Way. (Diagram included showing this diversion, -jmr) I don't know whether this will continue tomorrow. Mr. Wildstein will be reaching out to me later to discuss. TBT 2 Mont staff are looking at numbers.

<< File: GWB Fort Lee Diversion.pdf >>

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Jose

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To: Zipf, Peter

Cc: Starace, Jim; Buchsbaum, Jack; Baig, Rizwan (Mirza); Diculescu, Michael

Subject: **GWB Upper Level Toll Plaza Modified**

Attached is a PDF showing the **GWB Upper Level Toll Plaza** under three scenarios:

**Sheet 1:** Shows a typical mid-day operation, where traffic cones are set aside and traffic is allowed to move freely from the various approaches.

**Sheet 2:** Shows a mock up of the morning peak period, where the traffic cones are typically set up to segregate the three lanes from Fort Lee to flow into the three right-most lanes of the toll plaza.

**Sheet 3:** Shows a mock up of a potential modified morning peak period where three lanes from Fort Lee are merged into two lanes and feed the two right-most lanes of the toll plaza. Since the traffic flows are extremely congested during the morning peak periods, Traffic Engineering recommends that the Fort Lee traffic be segregated from the other approaches by use of traffic cones, regardless of the number of toll lanes it is feeding, to reduce the risk of sideswipe crashes.

<< File: **GWB UL Tolls 5a.pdf** >>

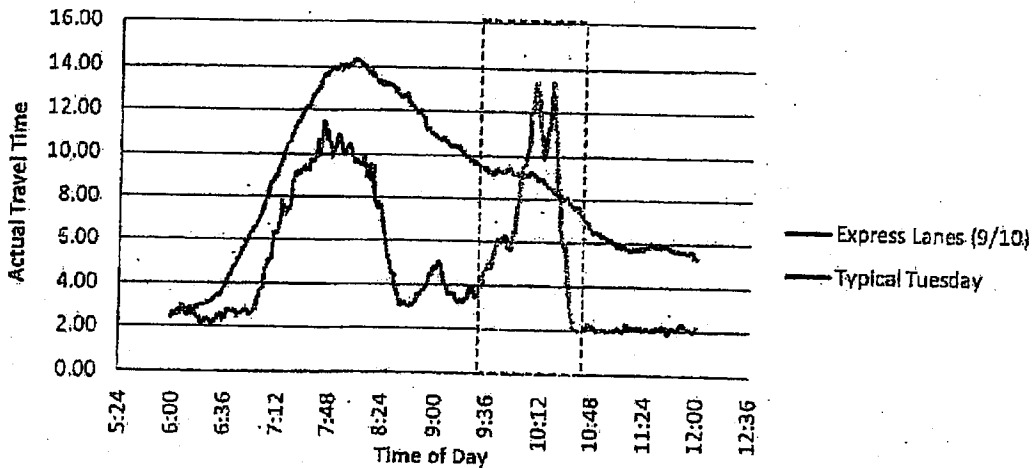
I hope this helps. Please advise if you need additional information.

Jose M. Rivera, Jr., P.E.  
Chief Traffic Engineer

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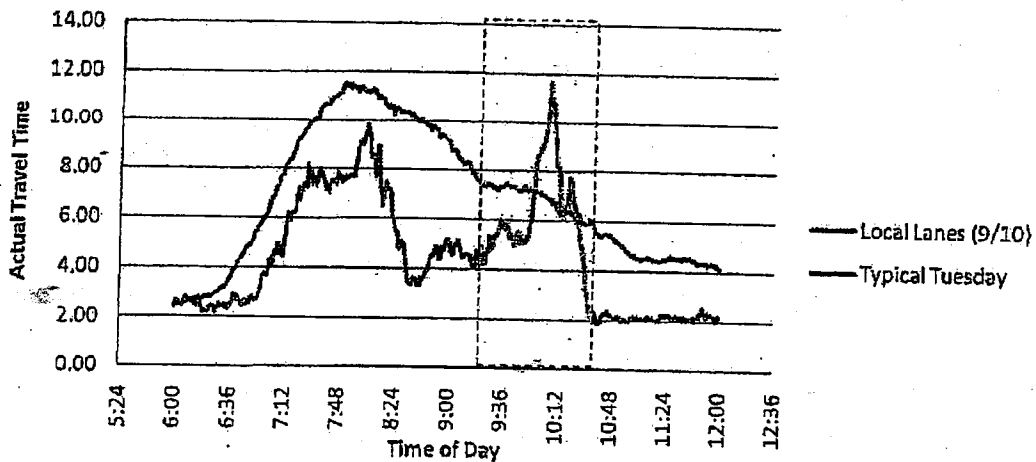


### Express Lanes to Upper Level Toll Plaza (Typical Tuesday Vs. Tuesday, September 10th)



**Note:** Shaded area in the graph was not included in review due to incident (police activity in response to a jumper).

### Local Lanes to Upper Level Toll Plaza (Typical Tuesday Vs. Tuesday, September 10th)



**Note:** Shaded area in the graph was not included in review due to incident (police activity in response to a jumper).