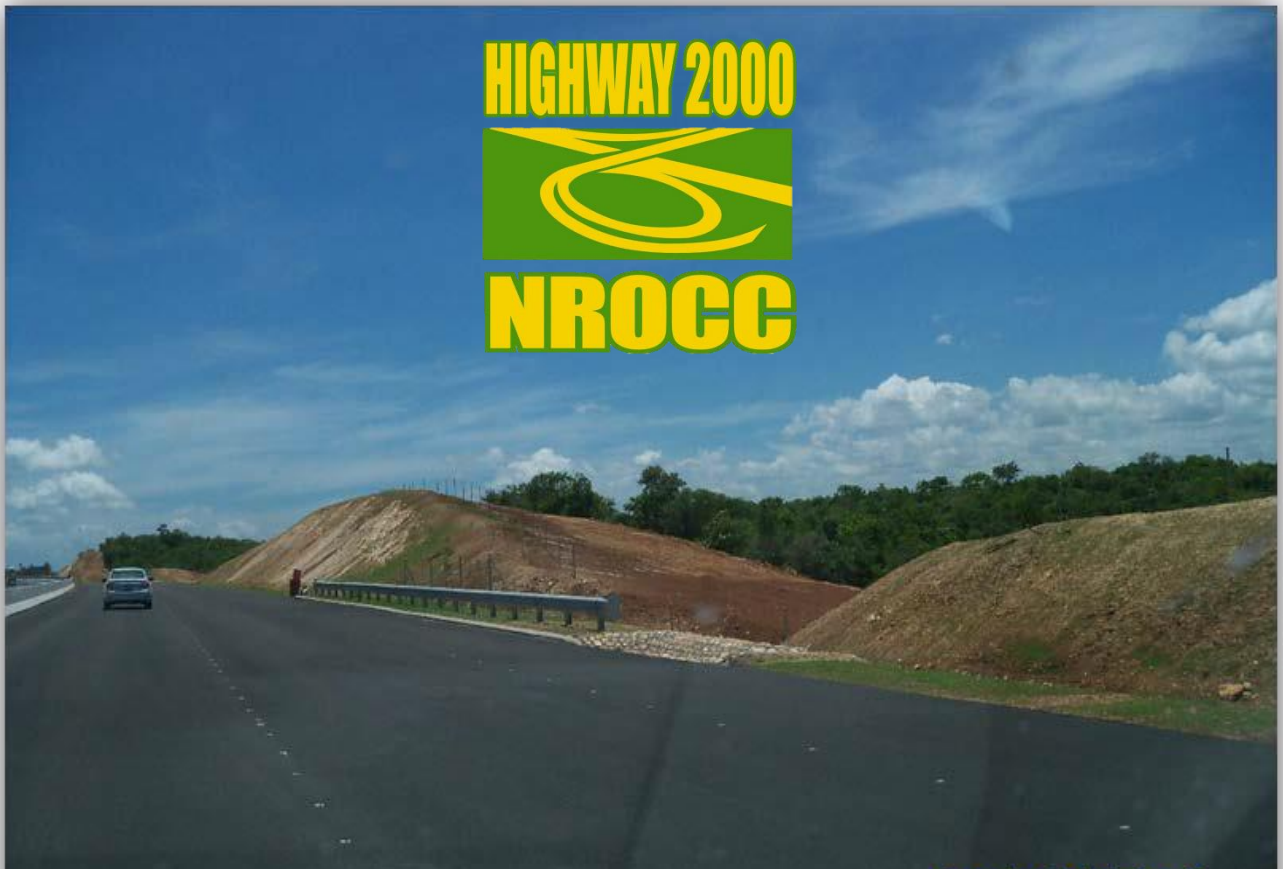


**HIGHWAY 2000**  
  
**NROCC**



**CORPORATE PLAN 2021 – 2025**  
**OPERATIONAL PLAN 2021 - 2022**

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## 1.0 INTRODUCTION

The directions that the National Road Operating and Constructing Company (NROCC) Limited will take for the next quadrennium inclusive of our objectives and targets in keeping with the organization's vision and mission, is set out in our Corporate and Operational plans for 2021-2025.

We have achieved success in many areas and recognize that for NROCC to be an excellent organization, we need to establish a culture of excellence, going beyond our current successes and striving for organizational effectiveness. We recognize the importance of and have established close collaboration with our stakeholders (the National Works Agency, the Ministry of Economic Growth and Job Creation, the Toll Authority, Transjamaican Highways, and Jamaica North South Highway Company), to deliver value for money in executing our role as Grantors for the Highway 2000 project.

We are committed to delivering the targets as set out in our plans and to the continual improvement of safety measures along Highway 2000 specifically partnering with the Police, the Concessionaires and the Operators.

Over the 2021-2025 period, NROCC's personnel will continue to monitor the operations and maintenance of the completed toll roads. This will be done through inspections, meetings, compliance and systems audits, to assure compliance with the requirements of the Concession Agreements. Within this period, it is our intention to expand the network of Tolloed Highways in the country. This includes the continuation of Phase 1 to include the May Pen to Williamsfield leg and the inclusion of the Montego Bay Perimeter Road.

This period will see the finalization of the acquisition of lands and the relocation of utilities to facilitate the construction of the roadways. Additionally, design reviews will take place as part of the construction process.

NROCC will also continue to monitor the Developers' compliance with the various environmental permits to ensure that there will be no negative impacts on the environment from the project.

In addition, we will also look at other projects which fit within our capabilities and meet the long-term objectives of the GOJ, as we aim to establish strong economic infrastructures in the country.

Sincere thanks to NROCC's Board of Directors and the staff who enabled the organization to continue to fulfill its mandate of overseeing the financing, planning, building and maintenance and operation of a safe and efficient network of toll highways and support roads of the highest quality, to serve Jamaica.

*Ivan P.G. Anderson - Managing Director*

### **1.1. Roles and Responsibilities**

The National Road Operating and Constructing Company (NROCC) began its operations in 2000. The Government of Jamaica has undertaken a National Vision, suitably named “Vision 2030”. Under this vision, there are varying goals and objectives for different areas of the public sector. NROCC fits into the broader goals of the Government of Jamaica (GOJ), under National Strategy 9-1 “Expand and rationalize land transport infrastructure and services”.

### **1.2 Vision and Mission Statements**

NROCC has defined its vision, mission, strategic objectives, values and core functions which will guide its activities over the 2021-2025 reporting period. These support the Vision 2030 Jamaica National Development Plan in developing the strong economic infrastructure of the country and making Jamaica the place of choice to live, work, raise families and do business.

### **Vision Statement**

*To establish a safe, efficient network of toll highways, to stimulate economic expansion and development in Jamaica*

### **Mission Statement**

*To oversee the financing, planning, building and maintenance of a safe and efficient network of toll highways and support roads of the highest quality, to serve Jamaica.*

### **1.2. Strategic Objectives**

The Strategic Objectives which the organization has defined for our operations are as follows;

- ❖ Accelerating Development through Infrastructure
- ❖ Safety and Environmental balance
- ❖ Economic Development
- ❖ Customer Service
- ❖ Organizational Development and Efficiency Improvements.

### **1.3. Core Values**

The Core Values which guide our operations include;

- ❖ Practice open/honest communication
- ❖ Show mutual trust and respect to all stakeholders
- ❖ Continuous improvement towards being an excellent organization
- ❖ Promote the development of our staff
- ❖ Contribute towards the development of the nation

### **1.4. Core Functions**

1. To oversee the design, construction and maintenance of the highways and related facilities to ensure:
  - ❖ Compliance with the Concession Agreements
  - ❖ Environmental preservation
  - ❖ Strong linkages to encourage development activities
  - ❖ Safety on the Highway
2. To plan the implementation of the Highway so as to:
  - ❖ maximize and encourage development opportunities
  - ❖ minimize the environmental impact
3. To communicate and work with our stakeholders so as to facilitate and encourage the meeting of their development objectives.
4. To participate in the identification and negotiation of appropriate financing for the Project.

## **2.0 Environmental Scan**

Being a governmental agency in this sector, it is of paramount importance to be aware of the operational environment for the organization. These environmental factors represent those we can affect as well as those that are not within our control, i.e. those existing in the general environment, both internally and externally.

Because of the influence that these factors may have, whether they are opportunities or threats, it is necessary to track these and be able to predict the effect they may have on the organization, arming the company with the ability to react accordingly. This can also assist the organization in realizing the critical issues which we must address in setting our strategic goals and objectives. For this planning season, a SWOT Analysis of the organization was conducted.

### **2.1 SWOT Analysis**

The following tables outlines the major items identified through a “SWOT” analysis of NROCC

**SWOT Analysis**

<b>STRENGTH</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR PRESERVING EACH STRENGTH</b>
<p>1. Dedicated Staff</p> <p>2. Implementation of Quality Management System (QMS)</p> <p>3. Buy in of Government and Public</p> <p>4. Inclusive decision-making process</p>	<p>1. Dedicated and committed staff – good team/ Staff very experienced in carrying out the tasks at hand/ Staff flexibility and willingness</p> <p>2. Commitment to put in place policies and structures for guiding staff in carrying out duties and to achieve quality and by extension customer satisfaction.</p> <p>3. Ministerial/Public Support for the Highway 2000 project</p> <p>4. Limited bureaucracy</p>	<p>1. Maintain effective staff welfare and compensation programme. 1b. Develop succession plan for organization to address retention of knowledge and future planning.</p> <p>2. Maintenance of certification of QMS.</p> <p>3. Maintain awareness of benefits of the Highway 2000 project</p> <p>4. Continue planning and coordination meetings with all levels of management.</p>
<b>WEAKNESSES</b>	<b>DESCRIPTION</b>	<b>OPTIONS FOR MINISING EACH WEAKNESS</b>
<p>1. Aging IT infrastructure</p>	<p>1. IT hardware and software require updates to maintain efficient operations</p>	<p>1. Determine and provide the IT services needed to achieve NROCC's mandates especially in relation to records management.</p>



<p>2. Inadequate communication with stakeholders</p>	<p>2. Need for Improved Communication with stakeholders and the public in general about the implications of PPP projects (Tolls, etc). need to overcome communication barriers with some stakeholders (e.g. different languages)</p>	<p>2. Awareness and sensitization training for all staff.  2b. Practice using several channels to communicate information.  2c. Continue promotion H2K website and update same with pertinent project information such as  - benefits of highway  - H2K achievements/activities/projects  2d. Communicate more frequently with public about the positive impacts of projects.</p>
<p><b>OPPORTUNITY</b></p>	<p><b>DESCRIPTION</b></p>	<p><b>OPTION FOR TAKING ADVANTAGE OF EACH OPPORTUNITY</b></p>
<p>1. Development Lands for North – South Highway</p> <p>2. Open Tolling to increase usage by the public</p> <p>3. Preferred agency for PPP infrastructure projects</p> <p>4. Regional impact for PPP projects</p>	<p>1. The potential for secondary developments (Hotels, Housing, Commercial) because of the Highway.</p> <p>2. Continuing the dialogue with the Developer to reduce the costs of operation through Open road tolling</p> <p>3. To be the GOJ preferred implementing agency for other PPP infrastructure projects</p> <p>4. Be benchmark for Toll highways in the region.</p>	<p>1. Work with Developers to finalize agreements for development lands</p> <p>2. Explore option with Developers and with the Inland Revenue Department.</p> <p>3. Communicate with GOJ and its agencies, the experiences that NROCC has gained, lessons learnt, and the benefits to be gained from PPP projects.</p> <p>5. Share with regional bodies and multilateral institutions the experiences that NROCC</p>

<p>5. Development/im- plementation of new roads on the North Coast Highway</p>	<p>5. Expansion of existing roads and building of bypasses long the North Coast</p>	<p>has gained, lessons learnt, and the benefits to be gained from toll highway</p> <p>6. Continue communication with the GOJ on this opportunity and secure agreement.</p>
<p><b>THREATS</b></p>	<p><b>DESCRIPTION</b></p>	<p><b>OPTION FOR OVERCOMING THREAT</b></p>
<p>1. Debt and viability of company.</p> <p>2. Unavailability of capable developers for future projects</p> <p>3. Security concerns</p> <p>4. Bad publicity</p>	<p>1. Risks associated with the devaluation of the Jamaican dollar and the impact on NROCC debts and viability.</p> <p>2. Unavailability of Developers capable of implementing large Highway projects.</p> <p>3. Security issues on H2K e.g. robberies, stone throwing</p> <p>4. Bad publicity associated with the timeliness of addressing community issues e.g. land, drainage, employment etc.</p>	<p>1. Reviewing NROCC portfolio for opportunities to refinance in Jamaican Dollars.</p> <p>2. Continue to expose International and Local Developers to Jamaican projects and their potential benefits.</p> <p>3. Work with the Police to ensure that their services are effective. Obtain additional vehicles if necessary, to ensure effectiveness of police personnel.</p> <p>4. Strengthen routine reporting and addressing of customer complaints.</p>

### 3.0 Our Product - Highway 2000

#### 3.1 History

The Government of Jamaica (GOJ) implemented the Highway 2000 project (the “Project”) to meet the rapidly growing surface transport needs of the country by establishing a safe and efficient motorway axis linking Montego Bay and Ocho Rios by passing through the parishes of St. Catherine, Manchester, St. Elizabeth, Westmoreland, Hanover and St. Ann. The highway is the largest and most significant infrastructure project ever undertaken in Jamaica as well as the English-speaking Caribbean. It features a four to six lane controlled-access, tolled motorway with fully grade separated interchanges and intersections built according to modern international standards.

The rationale for the Project was to improve the transport infrastructure of Jamaica after a period of under-investment and thus to provide stimulus for economic growth.



#### **Highway 2000**

In 1999 September after more than 18 months of preliminary preparations, the GOJ decided to proceed with the implementation of the Highway 2000 Project which had been defined in a pre-feasibility study carried out in 1997/8 by Dessau Soprin International, a Canadian engineering consulting firm.

The Project comprises a modern multi-lane tolled, motorway linking the Kingston Metropolitan Area with the island’s second city, Montego Bay, and the important tourist resort centre at Ocho Rios. The total length of the project is approximately

230 km. It significantly improves surface transportation on the island and provides major solutions to the country's present chronic and unsafe road transportation problems.

The Project was conceived as a public-private-partnership and implemented as a build-finance-operate and transfer (BFOT) 35-year concession scheme, between the GOJ, represented by NROCC and a private sector party (the "Concessionaire" – TransJamaican Highway) who was awarded the Project following an international tender process.

The international tender process concluded in 2001 May with the award of Preferred Bidder status to Bouygues, (an international construction Company from France). A Concession Agreement was signed with the Developer, TransJamaican Highway (TJH) in 2001 November and revised, restated and re-signed in 2011 January.

On 2012 June 21 the Concession Agreement between the Developer, Jamaica North-South Highway Company (JNSHC) and the National Road Operating and Constructing Company was signed for the completion of Mount Rosser and the remainder of the North-South Link from Caymanas to Ocho Rios.

### 3.2 Linkage of Highway 2000 to National Strategies and National Sector Plan VISION 2030

NROCC is committed to contributing to the achievement of VISION 2030. The National Goals to which we expect to contribute are identified as follows:

- a. 3: "Jamaica is Prosperous" through the establishment of strong economic infrastructure
- b. 9. NROCC has been identified as one of the responsible agencies in the fulfillment of National Strategies:
  - 9-1 Expand and rationalize land transport infrastructure and services and

#### Transport Sector Strategies which NROCC will influence.

1. **Goal # 1:** A sustainable road transport system that serves the economic and social needs of the country:
  - a. Properly constructed and maintained road network
  - b. Encourage and facilitate greater private sector participation in the construction, management and maintenance of the road network

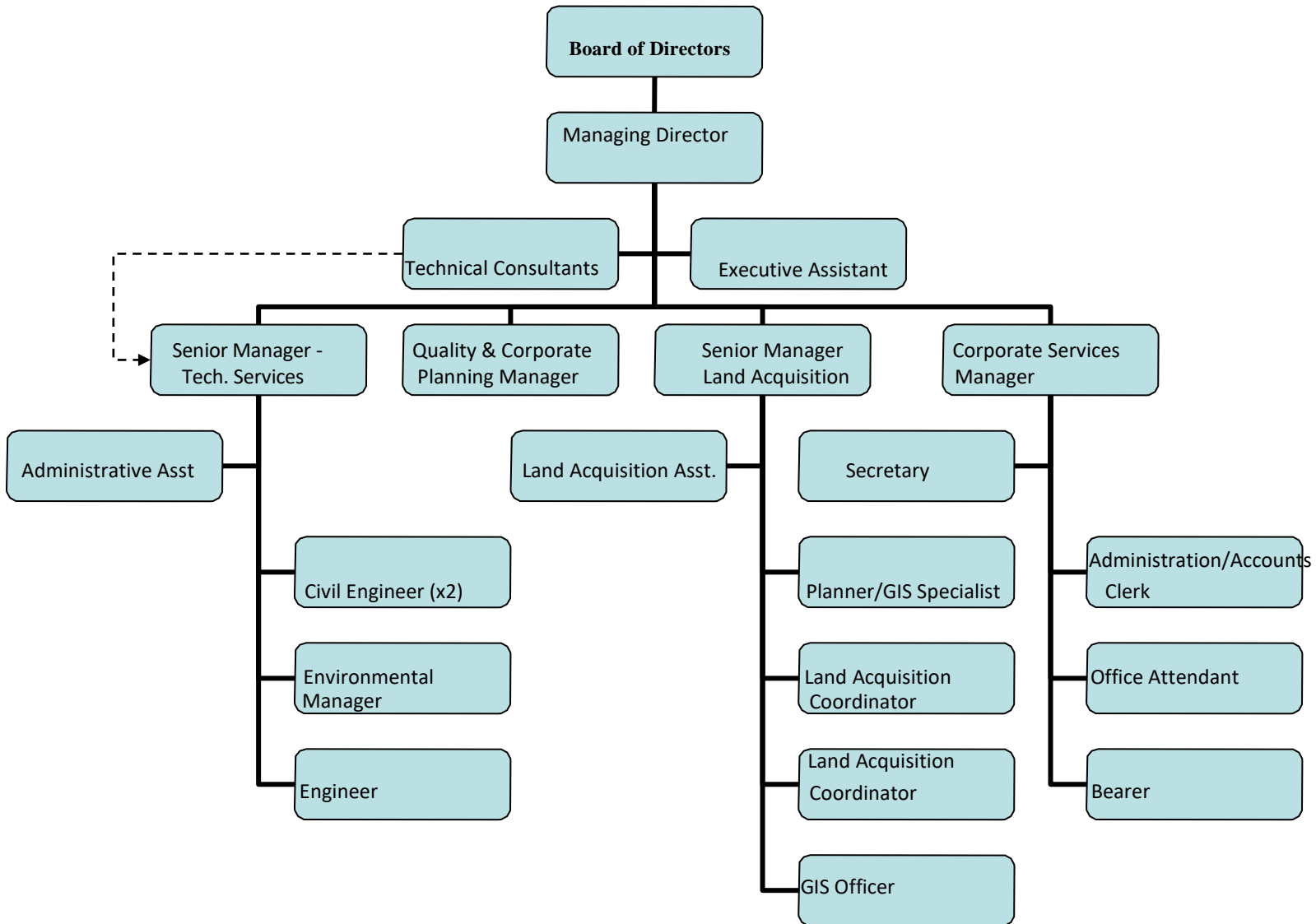
including key arterials:

- Encourage private sector participation in the improvement of arterial roads by ensuring the completion of the island-wide highway network:
  - Completing Mount Rosser Bypass and the remainder of the North- South Link from Caymanas to Ocho Rios.
  - Completing the May Pen to Williamsfield section of Highway 2000.
  - Completing the Williamsfield to Montego Bay section of Highway 2000.

## 4.0 Human Resources

### 4.1 Organizational Chart

Below is the Company's Organizational Chart which outlines the Management Structure and reporting hierarchy within the entity.



## 4.2 Human Resources Capacity Plan

The following table outlines the current and future human resources needs for NROCC to achieve its goals.

**Table 2 – Human Resources Capacity Plan**

Department	Job Title	Current Complement	Planned 2021/2022	Planned 2022/2023	Planned 2023/2024	Planned 2024/2025
Executive Office	Managing Director	1	1	1	1	1
	Executive Assistant	1	1	1	1	1
Technical Services	Senior Manager	1	1	1	1	1
	Consultant*	2	1	1	1	1
	Environmental Manager	1	1	1	1	1
	Civil Engineer	1	2	2	2	2
	Engineer	0	1	1	1	1
	Admin Assistant**	0	1	1	1	1
Quality & Corporate Planning	Manager	1	1	1	1	1
Land Acquisition	Senior Manager	1	1	1	1	1
	Coordinators	2	2	2	2	2
	Assistant	1	1	1	1	1
	Planner/GIS Specialist	1	1	1	1	1
	GIS Officer	0	0	0	0	0
Administration	Manager	1	1	1	1	1
	Secretary	1	1	1	1	1
	Admin/Accounts Clerk	1	1	1	1	1
	Bearer	1	1	1	1	1
	Office Attendant	1	1	1	1	1
<b>Total</b>		<b>18</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

*\*Grantor's Rep. - North South Link and Admin. Assistant assigned to him during 2020/21*

*\*\*Admin. Assistant assigned to Grantor's Rep. – N/South 2020/21 engaged by Consultants (SJE) as a reimbursable*

## 5.0 Current Performance

NROCC's Operational Plan 2020/2021 outlined a number of measures to be used to fulfill its strategic objectives. The current performance of the organization against the targets and performance indicators for this period is seen on page 17. The expected results for this year's monitoring period are also seen.



Table 3 (a-e) – Current Performance

STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS & RESOURCES			
			TARGET	Actual Result	TARGET	Expected Result
			2020/2021	2020/2021 (Apr - Sept)	2021/2022	2021/2022
Implement Phase 1C Project	Complete Design	Design completed and reviewed	Design for Approval reviewed	Detailed Design completed and reviewed.	Activity completed	Activity completed
	Provide physical access to lands to Contractor for Construction (Based on approved budget)	Km of roadway with access for construction	up to 25	25	Activity completed	Activity completed
	Development of financial model including proposed toll rates and traffic volumes	Model developed by external consultants	Engagement of external consultants for model, and model developed	Consultant engaged to complete development of financial model	Model developed	Model developed
	Relocation of Utilities impacted by construction in keeping with schedule agreed with the utility company/contractor	% of utilities relocated to facilitate construction	up to 50% relocated	<sup>1</sup> Relocation has not yet stated, Contractor delayed with finalisation of relocation designs	Up to 100% of utilities relocated	Up to 100% of utilities relocated
	Progress of construction	Percentage of construction completed	up to 50%	<sup>2</sup> 12.25%	up to 50%	up to 50%
	Submission of permit documentation for Environmental Permit for Rio Minho Bridge	Environmental Permit documented for Rio Minho Bridge submitted to NEPA (subject to completion of DFA)	Permit documentation submitted	Documentation submitted or extension requested based on project status	Permit documentation submitted	Permit documentation submitted

	Maintain Project Environmental Permit previously issued by NEPA	Submit required documentation to maintain permit from NEPA	Documentation submitted or extension requested based on project status	<sup>3</sup> Permit is current. 1 out of 3 outstanding documents submitted		
Implement Montego Bay Perimeter Road - Montego Bay Bypass - West Green/Barnett St Road Improvement - Long Hill Bypass - Mobay Drainage Study	Finalization of Main Contract (subject to Cabinet Approval of existing submission by May 30)	Contract signed	Sign main contract	<sup>4</sup> Contract not yet signed	Sign Main Contract	Sign Main Contract
	Review of Contractor's Designs for Barnett	Design completed and submitted	Outline Design submitted and reviewed	<sup>5</sup> Outline Design not yet received.	Outline Design submitted and reviewed	Outline Design submitted and reviewed
	Provide Access to lands for Construction	Km of roadway with access for construction	Up to 4	Monitoring Period not yet reached (Mar 2020)	Up to 8km	Up to 8km
	Finalization of documentation and meetings required for the Environmental permit (Subject to finalization of Long Hill alignment)	Submission to NEPA	Final EIA Report submitted to NEPA (subject to meetings being approved)	Conduct Public Meetings (subject to NEPA's agreement for virtual meetings by April 30)	Activity completed	Activity completed
Desk top studies for new projects (Santa Cruz Bypass, N-S/E-W Connection)	Development of Feasibility for Priority Projects	Traffic Model Developed and submitted	Traffic model developed for N-S/E-W Project	Report submitted to MD	Traffic model developed for NS/EW project	Traffic model developed for NS/EW project
	Agree with MEGJC the way forward with North Coast projects	Discussion held with MEGJC and agreement on the scope of NROCC's involvement	Agreement in place	Monitoring Period not yet reached (Mar 2020)	Agreement in place	Agreement in place

Finalize outstanding Land Acquisition transactions	Complete transfer of titles according to schedule.	Number of titles transferred	24	#12	24	24
	Disposal of severed properties	Number of properties disposed (Sale/Lease agreements signed)	4	*1	4	4
	Inspection of existing unused properties	Reports submitted quarterly	4	2	4	4

STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS & RESOURCES			
			TARGET 2020/2021	Actual Result 2020/2021 (Apr - Sept)	TARGET 2021/2022	Expected Result 2021/2022
Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration with the Toll Operator.	Number and categories of accidents along highway tracked monthly.	Monthly # and categories of accidents obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration with the Toll Operator.	Number and categories of accidents along highway tracked monthly.
		Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	The number of fires on the EW for Apr - Sept 2020 was 60. This shows a decrease from the 104 recorded in 2019.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meetings	Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator.

		Animal sightings along the highways against fence theft and vandalism	Data obtained from Operator and reviewed monthly. Adverse trends discussed at monthly meetings along with Police	Animal sightings on the EW Highway for Apr - Sept 2020 was 679. This is a slight increase when compared to the 759 recorded for Apr - Sept 2019  For the NS section the 2020 period recorded sightings of 886 animals compared to the 1486 recorded for 2019.	Data obtained from Operator and reviewed monthly. Adverse trends discussed at monthly meetings along with Police	Data obtained from Operator and reviewed monthly. Adverse trends discussed at monthly meetings along with Police
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STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS & RESOURCES			
			TARGET 2020/2021	Actual Result 2020/2021 (Apr - Sept)	TARGET 2021/2022	Expected Result 2021/2022
Monitor the Highway Operating Agreement with a view to minimizing the impact of the new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements.	Conduct weekly site inspections for environmental and safety compliance (Environmental Report)	Submittal of monthly report to Developer and other H2K stakeholders (2 weeks after month end).	11 reports submitted by agreed time	6 reports submitted by agreed time	11 reports submitted by agreed time	11 reports submitted by agreed time
	Conduct weekly site inspections for O&M requirements (Civil Engineer Report)	Submittal of monthly report to Grantor's Rep. (2 weeks after month end).	11 reports submitted by agreed time	6 reports submitted by agreed time	11 reports submitted by agreed time	11 reports submitted by agreed time
	Liaise with Developer, Toll Authority and MEGJC, communities and local authorities etc. on project related activities	# of meetings held with named groups	8	9	8	8

Improve Environmental Awareness and practices within NROCC	Develop an Environmental Management System (EMS) for NROCC	Targets achieved by stated timelines	Implementation of EMS Training Development & Review of Objectives & Targets	Training conducted	Finalize integration of EMS & QMS	Finalize integration of EMS & QMS
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STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS & RESOURCES			
			TARGET 2020/2021	Actual Result 2020/2021 (Apr - Sept)	TARGET 2021/2022	Expected Result 2021/2022
Collaborate with Developer to grow the traffic numbers on H2K	Meet with Developer to formulate plan to grow/improve traffic on H2K	Traffic growth through each plaza	Analyze traffic numbers for trends. Obtain Plan from Developer to increase Traffic - Q3	The Apr - Sept 2020 period saw a decrease of approximately 22% on the EW Highway, when compared to the same period last year.  On the North South, there was a decrease of 18 % when compared with 2019/2020.	Analyze traffic numbers for trends. Obtain Plan from Developer to increase Traffic	Traffic numbers analyzed for trends. Plan obtained from Developer to increase Traffic.
Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement	Audit Quality Management Systems of the Developer, Contractor and Operator to ascertain level of compliance with the Highway Concession Agreement	Quarterly Quality Management compliance audits conducted	4 audits each of the Developer, Contractor and Operator conducted and reported	6 of 6 audits conducted by the last day of the quarter.	4 audits each of the Developer, Contractor and Operator conducted and reported	4 audits each of the Developer, Contractor and Operator conducted and reported

Improve the ongoing customer communication and outreach	Update of H2K website with information relating to activities taking place for H2K.	Timely update of H2K website	Website updated quarterly (end of mth.). Community updates via bulletin and community relations activities	Website updated with Board members	Website updated quarterly (end of mth.). Community updates via bulletin and community relations activities	Website updated quarterly (end of mth.). Community updates via bulletin and community relations activities
Issue Customer satisfaction Survey	Issue Customer satisfaction Survey	Survey administered to primary customer and feedback received	Survey issued to primary & Internal customers - Q2 Overall rating of satisfied or very satisfied - Q3	Satisfaction surveys were administered to MEGJC and internal staff in Sept. 2020 Monitoring period not yet reached ( <i>Dec 2020</i> )	Overall rating of satisfied or very satisfied	Overall rating of satisfied or very satisfied obtained
	Monitor Road User feedback	Data on customer complaints received from Developers monthly	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Discussions held and reports submitted monthly	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.
Compliance with PBMA Requirements	Submit reports required by the PBMA to the MEGJC	Quarterly Report	Last day of month following quarter	April - Jun 2020 report submitted on July 24, 2020 Jul - Sept report submitted on October 15, 2020	Report submitted by last day of month following the quarter	Report submitted by last day of month following the quarter

		Half-yearly Report	2 months following end of 6 months period - Q1 & Q3	Report for Oct 2019 - Mar 2020 submitted on May 28, 2020	Report submitted by last day of 2nd month following end of 6 months period	Report submitted by last day of 2nd month following end of 6 months period
		Annual Report	4 months following end of financial year - Q2	Report submitted to MEGJC and MOF submitted on July 31, 2020	Annual Report submitted by July 31, 2021	Annual Report submitted by July 31, 2021
		Corporate & Operational Plans	last day of calendar year - Q3	Monitoring period not yet reached ( <i>Dec 2020</i> )	Corporate & Operational Plans submitted by December 31, 2021	Corporate & Operational Plans submitted by December 31, 2021

Notes

1. The contractor is responsible for utility relocations in keeping with his schedule subject to approval of the designs by the Engineer
2. Estimate of measured work at end of reporting period
3. Outstanding documents are based on work items – eg Bat report, not yet completed. Permit remains current, reports submitted as progress report to the NEPA
4. Cabinet has not yet approved the Main Contract.
5. Cabinet has not yet approved the Main Contract
6. # Estate matters which need intervention from beneficiaries or have been referred to court
7. \*No interest from public in purchasing

## 6.0 Strategic Planning – 2021/2022

### 6.1 Strategy Map

#### **MISSION**

To oversee the financing, planning, building and maintenance of a safe and efficient network of toll highways and support roads of the highest quality, to serve Jamaica.

#### **STAKEHOLDER PERSPECTIVE**

Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.

Maintain Customer Satisfaction

Monitor the Highway Operating Agreement with a view to minimizing the impact of the new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements

Improve the ongoing customer communication and outreach

Liaise with Developer, Toll Authority and MEGJC communities and local authorities on project related environmental activities

Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement

#### **FINANCIAL PERSPECTIVE**

Planning and sub-phasing of the construction work is to create manageable commercial units that are easy and efficient in their financing and implementation.

Collaborate with Developer to grow the traffic numbers on H2K

Reduction in expenditure to improve organizational efficiency

Acquisition of the land/properties needed along the alignment of the highway, to facilitate construction

#### **LEARNING & GROWTH PERSPECTIVE**

Staff Development

#### **INTERNAL PROCESS PERSPECTIVE**

Improve NROCC's Quality Management System (QMS)

Improve Environmental Awareness and practices within NROCC

#### **CORE VALUES**

Practice open/honest communication; show mutual trust and respect to all stakeholders; continuous improvement towards being an excellent organization; promote the development of our staff; contribute towards the development of the nation



## 6.2 Strategic Objectives – 2021/2022

The Strategic Objectives as outlined on page 4 are detailed below;

### 6.2.1 Accelerating Development through Infrastructure

This strategic objective is reflective of the Company's commitment to contribute to national, economic development and includes our priority projects. The main projects identified for the planning period which will contribute to the improvement of the toll road facilities are:

- Implementation of the May Pen to Williamsfield leg of Phase 1
- Implementation of the Montego Bay Perimeter Road
- Implementation of new North Coast Projects (Seacastles to Greenwood, Salem to Mammee Bay)
- Finalization of outstanding Land Acquisition transactions

### 6.2.2 Road user safety

The strategy used for road user safety is to monitor the Highway Operating Agreement and to partner with the Developer and Operator to identify and implement safety improvement measures.

#### 6.2.2.1 Accidents

All accidents occurring on the Toll Roads are recorded, analyzed and reported by the Operators. The numbers and causes of accidents are discussed at fortnightly management meetings and monthly Operations and Maintenance meetings held with representatives of the Developers, Operators, Grantor, Toll Authority, National Works Agency. Accident data are included in a monthly Operations and Maintenance report submitted by the Developer to NROCC and the Toll Authority, giving the location, cause and other statistics relating to the accidents.

#### 6.2.2.2 Fire and Smoke

Another safety performance measure is to track the smoke trend and its impact on safety along the highway monthly and discuss any adverse trends at monthly meetings held with the operator.

#### 6.2.2.3 Animal sightings

The number of animals sighted along the toll roads are recorded and discussed at monthly meetings with the Developers. Adverse trends are discussed along with measures to mitigate against the effects of these animals on the roadways.

### 6.2.3 Environmental balance

NROCC remains committed to minimizing the impact of all sections of the Highway on the surrounding environment, in compliance with the requisite National Environment and Planning Agency (NEPA) requirements. All monitoring activities are undertaken in compliance with environmental legislation in Jamaica. NROCC, however, is committed to adopting applicable Best Environmental Management Practices, which will ensure the best opportunity to protect, preserve and enhance the quality of the natural resources, as well as mitigate environmental impacts that often emerge in the construction of major highway routes.

Monitoring included but was not restricted to the following aspects: air and water quality, noise and dust reduction, waste and chemical management, health and safety, protection of biological resources, archaeological resources, erosion and sediment control and community relations. Follow-ups are done to verify actions taken for non-complying conditions. Monthly reports are compiled and sent to the Developers indicating the level of compliance to requirements.

For the planning period, weekly site inspections and monthly reporting will continue for both the works in progress as well as the completed sections of the highway.

NROCC will review its proposed Environmental Management System and have the policy and procedures completed during 2020-2024. A further step will be taken to integrate both the Quality Management Systems and the Environmental Management system to acquire optimal compliance in our delivery of quality to our customers.

### 6.2.4 Economic Development

The Highway 2000 project will provide the main overland route between the capital, Kingston, and the main tourism centers of Montego Bay and Ocho Rios. The foreseen expansion of the Project will provide better linkages to the country's biggest economic sectors and surrounding communities.

Over the planning period, NROCC will be holding meetings with the Highway Developers to discuss traffic numbers and to formulate plans for traffic

growth/improvement on the Highway. The aim is to discuss and agree the proposed plan with the Developers and other pertinent parties.

#### 6.2.5 Customer Service

The main avenue for delivering customer service to Highway 2000 users will be through the assurance of compliance of the Developers, Operators and Contractors with the requirements of the Highway Concession Agreement. Each of the entities is required to maintain an effective Quality Management System (QMS) which will ensure that the customers' as well as the organization's requirements are met.

NROCC seeks to assure compliance with requirements as defined in the Concession Agreement through quarterly audits of the Developers', Operator's and Contractor's QMS and bi-annual Technical Inspection of the Contractor's Design and Project System. Non-compliances, if found, are formally addressed to the relevant entity for corrective measures to be taken and follow-ups done to review the effectiveness of the actions taken. Audits will continue throughout the upcoming planning period at the same frequency.

NROCC seeks to determine its level of satisfaction with the Customer's requirements. NROCC will issue a customer satisfaction survey to its primary customer, the GOJ. The target is to achieve an overall rating of satisfied or very satisfied over the planning period. The organization also monitors customer complaints on a monthly basis from reports from the Operators and their action in addressing these complaints and trends.

Additionally, NROCC has established a system which will improve the on-going customer communication and outreach. This system is comprised of the timely updates of the Highway 2000 website with information relating to activities taking place on the highway alignment or in the areas where construction or land acquisition is taking place.

It is also the objective of NROCC to ensure that the organization is compliant with the requirements of the PBMA act. As such, we aim to submit all required reports within the specified time periods. This aids to ensuring the satisfaction of our primary customer the Government of Jamaica.

#### 6.2.6 Organizational Development/Efficiency Improvements

As a public sector company NROCC continually seeks to implement suitable operating measures that will minimize the impact on or require support from the Government

budgetary allocations. The following elements form part of the Company's efforts over the planning period:

- Human Resource Development – conducting or facilitating at least 1 job-related training programme each quarter.
- Improving the internal management of utilities by putting systems in place to reduce telephone talk time.
- Monitoring the reduction in expenditure for consumables, specifically copy paper and ink.

Notwithstanding the above tasks, NROCC will also be ensuring that:

- a. procurements are done in keeping with the Government of Jamaica Guidelines and
- b. a modernized quality management system is in place through the maintenance of certification of its Quality Management System, compliant with the requirements of ISO 9001 for the business and operational processes.
- c. NROCC is also aiming to improve the efficiency and compliance of its operations by integrating the Environmental Management System (EMS) with the Quality Management System (QMS)

### 6.3 Strategic Plan

NROCC's 4-year strategic Plan is outlined below, which details the measures and tasks and targets associated with each of these strategic objectives.

Table 4 (a-e) – 5-year Strategic Plan

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS				
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b><i>Accelerating Development through Infrastructure</i></b>	Implement Phase 1C	Relocation of Utilities impacted by construction	Percentage of utilities relocated to facilitate construction	up to 100%				
		Progress of construction	Percentage of construction completed	up to 50%	Up to 100%			
		Maintain Project Environmental Permit previously issued by NEPA	Submit required documentation to maintain permit from NEPA	Maintain Permit	Maintain Permit	Maintain Permit	Maintain Permit	Maintain Permit
	Implement Montego Bay Perimeter Road	Review of Contractor's Designs	Outline completed and submitted	Outline Design submitted and reviewed				
		Finalization of Main Contract (subject to Cabinet Approval)	Contract signed	Sign Main Contract				
		Provide Access to lands for Construction for Montego Bay Bypass (subject to signed contract)	Km of roadway with access for construction	up to 8Km	up to 12 km	up to 15 km		

		Provide Access to lands for Construction for Long Hill Bypass	Km of roadway with access for construction	up to 4 km	up to 6 km	up to 10 km		
		Maintain Project Environmental Permit	Submission to NEPA	maintain Permit				
		Relocation of Utilities impacted by construction	Percentage of utilities relocated to facilitate construction	50%	100%			
Implementation of new North Coast projects; - Seascastles to Greenwood, - Salem to Mammee Bay		Development of Feasibility for Priority Projects	Traffic Model reviewed and finalized	Traffic studies completed Feasibility Studies completed				
		Agree with MEGJC the way forward with North Coast projects	Discussion held with MEGJC and agreement on the scope of NROCC's involvement	Agreement in place				
Finalize outstanding Land Acquisition transactions		Complete transfer of titles according to schedule.	Number of titles transferred	16	16	16	16	16
		Disposal of severed properties	Number of properties referred to Board for sale	6	2	1	0	
		Inspection of existing unused properties	Quarterly Reports submitted	4	4	4	4	4

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEAS./ INDICATORS	PHYSICAL TARGETS				
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b>Road User Safety</b>	Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration with the Toll Operator.	Number and categories of accidents along highway tracked monthly. Follow up with Developers on mitigating actions.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer for Jan - June and a full report for Jan - Dec 2021	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer for Jan - June and a full report for Jan - Dec 2022	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer for Jan - June and a full report for Jan - Dec 2023	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer for Jan - June and a full report for Jan - Dec 2024	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer for Jan - June and a full report for Jan - Dec 2025
			Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator. Follow up with Developers on mitigating actions.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.	

			Animal sightings along the Highways against fence theft and vandalism. Follow up with Developers on mitigating actions.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.
OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEAS./ INDICATORS	PHYSICAL TARGETS				
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b>Environmental Balance</b>	Monitor the Highway Operating Agreement with a view to minimizing the impact of the new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements.	Conduct inspections of construction activities for safety and environmental concerns	Submittal of monthly report to Developer and other H2K stakeholders and issues raised discussed with Developers	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings
		Conduct inspections of general construction activities.	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings



		Liaise with Developer, Toll Authority and MEGJC, communities and local authorities on project related activities, and other relevant stakeholders	# of meetings held with named groups	At least 2 meetings held per quarter	At least 2 meetings held per quarter	At least 2 meetings held per quarter	At least 2 meetings held per quarter	At least 2 meetings held per quarter
		Conduct weekly site inspections for environmental and safety compliance for completed Highways	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings
		Conduct weekly site inspections for O&M requirements on completed Highways	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings	Monthly reports submitted by agreed time, issues addressed at the monthly meetings
	Improve Environmental Awareness and practices within NROCC	Develop an Environmental Management System (EMS) for NROCC	Planned targets achieved by stated timelines	Finalize implementation of EMS Complete Integration of EMS & QMS	Monitor implementation of IMS	Monitor implementation of IMS	Monitor implementation of IMS	Monitor implementation of IMS
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MAJOR TASKS</b>	<b>PERFORMANCE MEAS./</b>	<b>PHYSICAL TARGETS</b>				
				<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>

			<b>INDICATORS</b>					
<b>Economic Development</b>	Collaborate with Developer to grow the traffic numbers on H2K in keeping with the Government's policy objective	Meet with Developer to formulate plan to grow/improve traffic on H2K	Traffic numbers analyzed for trends, recommendations discussed with Developers	Monitor the traffic numbers on the exiting Highways. Discuss measures with Developers plans to increase traffic	Plan formulated with Developers to Grow traffic by min. 2% combined average	Monitor the traffic numbers on the exiting Highways. Discuss measures with Developers plans to increase traffic	Plan formulated to Grow traffic by min. 2% combined average	Monitor the traffic numbers on the exiting Highways. Discuss measures with Developers plans to increase traffic
<b>Customer Service</b>	Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement	Audit Quality Management Systems of the Developer, Contractor and Operator to ascertain level of compliance with the Highway Concession Agreement	Quarterly Quality Management compliance audits conducted, and issues raised	At least 4 sets of audits of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	At least 4 sets of audits of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	At least 4 sets of audits of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	At least 4 sets of audits of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	At least 4 sets of audits of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter
	Improve the ongoing customer communication and outreach	Update of H2K website with information relating to activities taking place for H2K.	Timely update of H2K website	Website updated quarterly	Website updated quarterly	Website updated quarterly	Website updated quarterly	Website updated quarterly
		Resolve Customer complaints within specified timeframe	Percentage of customer complaints resolved within 90 days of receipt	90%	90%	90%	90%	90%

	Monitor and Improve Customer Satisfaction levels	Issue Customer satisfaction Survey	Survey administered to customers. Development and monitoring of action plan to address issues raised	Overall minimum rating of satisfied from minimum 70% of respondents. Develop action plan for issues raised. Monitor action plan quarterly	Overall minimum rating of satisfied from minimum 70% of respondents. Develop action plan for issues raised. Monitor action plan quarterly	Overall minimum rating of satisfied from minimum 70% of respondents. Develop action plan for issues raised. Monitor action plan quarterly	Overall minimum rating of satisfied from minimum 70% of respondents. Develop action plan for issues raised. Monitor action plan quarterly	Overall minimum rating of satisfied from minimum 70% of respondents. Develop action plan for issues raised. Monitor action plan quarterly
		Monitor Road User feedback	Data on customer complaints received from Developers monthly	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.
	Compliance with PBMA Requirements	Submit reports required by the PBMA to the MEGJC	Quarterly Report submitted	Submitted by last day of month following end of quarter	Submitted by last day of month following end of quarter	Submitted by last day of month following end of quarter	Submitted by last day of month following end of quarter	Submitted by last day of month following end of quarter
			Half yearly report submitted	Submitted by last day of 2nd month following end of 6 months	Submitted by last day of 2nd month following end of 6 months	Submitted by last day of 2nd month following end of 6 months	Submitted by last day of 2nd month following end of 6 months period	Submitted by last day of 2nd month following end of 6 months period

				period	period	period			
			Annual Report submitted	Submitted by the end of the 4th month following end of financial year	Submitted by the end of the 4th month following end of financial year	Submitted by the end of the 4th month following end of financial year	Submitted by the end of the 4th month following end of financial year	Submitted by the end of the 4th month following end of financial year	
			Corporate Plan submitted	Submitted by last day of calendar year	Submitted by last day of calendar year	Submitted by last day of calendar year	Submitted by last day of calendar year	Submitted by last day of calendar year	
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>MAJOR TASKS</b>	<b>PERFORMANCE MEAS./ INDICATORS</b>	<b>PHYSICAL TARGETS</b>					
				<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	
<b>Organizational Development and Efficiency Improvement</b>	Improve NROCC's Quality Management System (QMS)	Maintain ISO 9001 QMS certification	No Hold Point during ISO 9001 Surveillance Audits	Maintain ISO 9001 Certification	Maintain ISO 9001 Certification	Maintain ISO 9001 Certification	Maintain ISO 9001 Certification	Maintain ISO 9001 Certification	
		Monitoring of risks and opportunities	Risk Mitigating actions addressed	Actions discussed at Management Review meeting	Actions discussed at Management Review meeting	Actions discussed at Management Review meeting	Actions discussed at Management Review meeting	Actions discussed at Management Review meeting	
	Staff Development	Development of staff through training	# of job-related training programmes conducted	At least 4 per year	At least 4 per year	At least 4 per year	At least 4 per year	At least 4 per year	
	Reduction in expenditure to improve organizational efficiency	Develop systems to monitor and reduce the consumption of utilities	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year	Phone minutes not exceeding previous year
		Develop systems to monitor and reduce paper consumption	Usage not exceeding previous year	Usage not exceeding previous year	Usage not exceeding previous year	Usage not exceeding previous year	Usage not exceeding previous year	Usage not exceeding previous year	Usage not exceeding previous year

## 6.4 Operational Plan 2021/2022

The tables below outline the detailed operational plan which will be undertaken by the Company for the 2021/2022 period. This plan will ensure that there is a close monitoring of the strategies and targets necessary for the fulfilment of the company's mission.

Table 5 (a-e) – Operational Plan 2021/2022

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				Q1	Q2	Q3	Q4
	Implement Phase 1C	Review of Utilities Variation Orders	Variation orders reviewed with 30 days of submission	Comments submitted to Contractor	Comments submitted to Contractor	Comments submitted to Contractor	Comments submitted to Contractor
		Progress of construction	Percentage of construction completed	UP TO 25%	UP TO 35%	UP TO 40%	up to 50%
		Maintain Project Environmental Permit previously issued by NEPA	Submit required documentation to maintain permit from NEPA	Maintain Permit	Maintain Permit	Maintain Permit	Maintain Permit
		Evaluation of TJH proposal for Operations of Phase 1C				Report submitted to BOD	
	Implement Montego Bay Perimeter Road - Montego Bay Bypass - West Green/Barnett St Road Improvement - Long Hill Bypass - Mobay Drainage Study	Review of Contractor's Designs for Barnett Street	Design completed and submitted for review		Outline design submitted and reviewed		
		Finalization of Main Contract <b>(subject to Cabinet Approval )</b>	Contract signed	Sign Main Contract			
		Provide Physical Access to Contractor of lands for Construction Long Hill <b>(Subject to signed contract)</b>	Km of roadway with access for construction			up to 2	up to 4

		Provide Physical Access to Contractor of lands for Construction of Montego Bay Perimeter Road <b>(Subject to signed contract)</b>	Km of roadway with access for construction	up to 2	up to 4	up to 6	up to 8
		Maintain Project Environmental Permit previously issued by NEPA	Maintain documentation	Maintain Permit	Maintain Permit	Maintain Permit	Maintain Permit
		Review of Utilities Variation Orders	Review of Utilities Variation Orders	Comments submitted to Contractor	Comments submitted to Contractor	Comments submitted to Contractor	Comments submitted to Contractor
	Continue studies for new North Coast projects; - Seacastles to Greenwood, - Salem to Mammee Bay - <b>Greenwood to Discovery Bay</b>	Development of Feasibility for Priority Projects	Traffic Model reviewed and finalized	Traffic studies completed <b>(subject to discussions with IFC)</b>	Feasibility studies completed for - Seacastles to Greenwood, - Salem to Mammee Bay - <b>Greenwood to Discovery Bay</b>		
		Agree with MEGJC the way forward with North Coast projects	Discussion held with MEGJC and agreement on the scope of NROCC's involvement	Agreement in place			
	Finalize Land Acquisition transactions	Complete transfer of titles according to schedule.	Number of titles transferred	4	4	4	4
		Disposal of severed properties	Number of properties disposed	2	1	1	2

			<i>(Sale/Lease agreements signed)</i>				
		Inspection of existing unused properties	Quarterly Reports submitted	1	1	1	1

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Road User Safety</b>	Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration with the Toll Operator.	Number and categories of accidents along highway tracked monthly. Follow up with Developers on mitigating actions.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer (Jan - June 2020) due Sept 30, 2020	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting. Crash Reduction Analysis and Strategies Reports prepared and submitted to Developer (Jan - Dec 2020) due Mar 31, 2021
			Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator. Follow up with Developers on mitigating actions.	Monthly # of fires along highways obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along highways obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along highways obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along highways obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.



			Animal sightings along the Highways fence theft and vandalism. Follow up with Developers on mitigating actions.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.	Data obtained from Operators and reviewed monthly. Adverse trends discussed at monthly meetings along with Police. Comparison with fence theft done quarterly.
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OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Environmental Balance</b>	Monitor the Highway Operating Agreement with a view to minimizing the impact of the new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements.	Conduct inspections of construction activities for safety and environmental concerns	Submittal of monthly report to MD and Grantors Representative and issues raised discussed with Developers	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings
		Conduct inspections of general construction activities.	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings
		Liaise with Developer, Toll Authority and MEGJC, communities and local authorities etc. on project related activities	# of meetings held with named groups	2	2	2	2

	Monitor the project compliance in regards to safety, environmental and contractual standards	Conduct weekly site inspections for environmental and safety compliance (Environmental Report) on completed Highways	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings
		Conduct weekly site inspections for O&M requirements (Civil Engineer Report) for completed Highways	Submittal of monthly report to Grantor's Rep. and issues raised discussed with Developers	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings	3 reports submitted by agreed time and issues addressed at the monthly meetings
	Improve Environmental Awareness and practices within NROCC	Develop an Environmental Management System (EMS) for NROCC	Targets achieved by stated timelines	<b>Implementation of EMS</b> - Development of Objectives & Targets	<b>Monitoring of the EMS</b> - Review of Objectives & Targets - Commence internal audit	Approve consultant for integration process and develop integration plan	Finalize integration of EMS & QMS

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Economic Development</b>	Collaborate with Developer to grow the traffic numbers on H2K in keeping with the Government's policy objective	Meet with Developer to discuss plan to grow/improve traffic on H2K	Traffic numbers analyzed for trends, recommendations discussed with Developers	Analyze traffic numbers for trends	Analyze traffic numbers for trends	Analyze traffic numbers for trends	Analyze traffic numbers for trends

<b>Customer Service</b>	Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement	Audit Quality Management Systems of the Developer, Contractor and Operator to ascertain level of compliance with the Highway Concession Agreement	Quarterly Quality Management compliance audits conducted and issues raised with Developers	1 audit each of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	1 audit each of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	1 audit each of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter	1 audit each of the Developers and Operator conducted and reported. Follow up of non-compliance issues by following quarter
	Improve the ongoing customer communication and outreach	Update of H2K website with information relating to activities taking place for H2K.	Timely update of H2K website	Website updated quarterly	Website updated quarterly	Website updated quarterly	Website updated quarterly
		Resolve Customer complaints within specified timeframe	Percentage of customer complaints resolved within 90 days of receipt	90%	90%	90%	90%
	Monitor and Improve Customer Satisfaction levels	Issue Customer satisfaction Survey	Survey administered to customers. Percentage of satisfied respondents. Development of action plan to address issues raised.	Surveys Issued to primary and Internal Customers	Overall minimum rating of satisfied obtained from minimum of 70% of survey respondents. Develop action plan to address issues raised.		

		Monitor Road User feedback	Data on customer complaints received from Developers monthly	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.	Data and trends analysed to monitor reasons complaints received. Discussions held monthly with Developers for improving customer satisfaction.
Compliance with PBMA Requirements	Submit reports required by the PBMA to the MEGJC	Quarterly Report	last day of month following quarter	last day of month following quarter	last day of month following quarter	last day of month following quarter	last day of month following quarter
		Half-yearly Report	2 months following end of 6 months period		2 months following end of 6 months period		
		Annual Report		4 months following end of financial year			
		Corporate & Operational Plans			last day of calendar year		

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Organization Development and Efficiency Improvement</b>	Improve NROCC's Quality Management System (QMS)	Maintain ISO 9001 QMS	No Hold Point during ISO 9001 Transition Audit			No Hold point on surveillance audit	
		Monitoring of risks and opportunities	Mitigating actions addressed		Discussed at Management Review meeting		Discussed at Management review meeting

	Staff Development	Development of staff through training	# of staff members attending job-related training programmes	1	1	1	1
	Reduction in expenditure to improve organizational efficiency	Developing systems to monitor and reduce utilities consumption	Reduction in telephone talk time	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year
		Monitor and reduce paper consumption	Usage not exceeding previous year (percentage increase)	20	20	5	5

## 7.0 Corporate Governance and Accountability

The following is a list of the type of information to be submitted to the responsible Minister during the course of the financial year: -

- ❖ Annual Report and audited financial statements within four months after the end of the financial year
- ❖ A draft corporate plan by the thirty - first day of December each year
- ❖ Approved corporate plan on or before the thirty-first day of January each year
- ❖ Half-yearly report within two months of the end of each half of the financial year
- ❖ Quarterly reports within one month of the end of each quarter.

Before NROCC subscribes for, purchases, or otherwise acquires shares in any company or other organization, the requirements of the Public Bodies Management and Accountability Act of 2001 - section 4 shall be followed.

Appendix 1 – Procurement Plan 2021/2022

Item Description	Month when needed	Quantity	From Where to Buy	Estimated Cost (J\$)	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract Award	Delivery
Kitchenette Supply	Monthly	Variable	Local Supplier	25,000.00	Direct Contracting	N/A	N/A	N/A	N/A	N/A
Toiletries*	Monthly	Variable	Local Supplier	25,000.00	Direct Contracting	N/A	N/A	N/A	N/A	N/A
Stationery Supplies	Monthly	Variable	Local Supplier	600,000	Direct Contracting	N/A	N/A	N/A	N/A	N/A
Catering (Board Mtg.)	Monthly	Variable	Caterer	327,000	Direct Contracting	N/A	N/A	N/A	N/A	N/A
Uniforms for supp. staff	September 2021	3	Local Supplier	81,000.00	Direct Contracting	N/A	N/A	N/A	N/A	N/A
Fixed Assets	April 2021	3	Dealership	16,00,000	Limited Tender	TBD	TBD	TBD	TBD	TBD
Other Assets**	April 2021	Variable	Local suppliers	5,000,000	Limited Tender	TBD	TBD	TBD	TBD	TBD
Conference, Training & Seminars	Quarterly	Variable	Local & Overseas Entities	2,500,000	Variable	N/A	N/A	N/A	N/A	N/A
Internal Auditors		1	Local consultants	3,250,000	Limited Tender	N/A	Yes	TBD	TBD	TBD
External Auditors	April 2021	1	Local Consultants	5,000,000	National Competitive Tender	TBD	TBD	TBD	N/A	N/A
Server Upgrade	April 2021	1	Local consultants	1,350,000	Limited Tender	N/A	TBD	TBD	TBD	TBD

IT Applications & Infrastructure	January 2021	1	Local consultants	4,000,000	Limited Tender	N/A	TBD	TBD	TBD	TBD
Website Technical Support	February 2021	1	Local consultants	550,000	Limited Tender	N/A	TBD	TBD	TBD	TBD
Utility Relocation for H2K	Varied	TBD	TBD	200,000,000	Direct Contracting - JPS, NWC, FLOW Limited Tender/LCB- Other Companies	Ongoing				

\*Covid-19 supplies have been considered.

\*\* Computers, office furniture, refurbishment, etc.



Appendix 2 – Accounting Policies & Budget