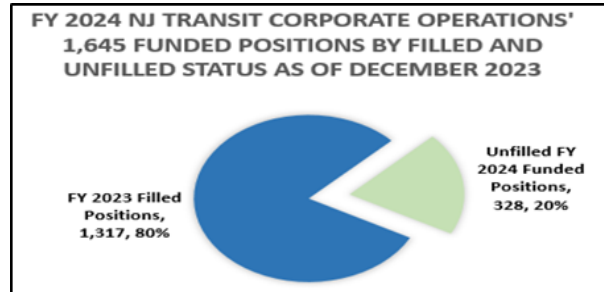


**Discussion Points**

**New Jersey Transit Corporation**

24. New Jersey Transit intends to fund 1,645 full-time equivalent positions in its corporate operations in FY 2024. This number exceeds the count of 1,317 filled positions as of December 2023 by 328, or 20.0 percent. The FY 2023 payroll count, in turn, exceeded FY 2022 (1,277 filled positions) and FY 2021 (1,254 positions) levels.



- **Questions:** Please identify, by job title, the vacant positions in NJ Transit corporate operations. How many vacancies have capital project management and oversight responsibilities? Please outline the reasons for the vacancies and any difficulties NJ Transit has experienced in hiring and retaining employees for its corporate operations.

See Question 24 Attachment - NJ TRANSIT corporate vacancies as of 2023-02-28

As of March 31, 2023, NJ TRANSIT had a total of 1,856 corporate positions. The vacancy rate is not a static number; it changes each day as positions are filled and vacated. As of the close of February 2023, NJ TRANSIT had 265 corporate vacancies, of which 20 positions have capital project management and oversight responsibilities.

NJ TRANSIT, like its peer agencies and like private employers continues to face significant hiring and retention challenges due to the tightening of the labor market and the competitive hiring landscape for salaries and benefits. The passage of the Infrastructure Investment & Jobs Act has increased demand for qualified, experienced transportation professionals, for both peer agencies and private industry—particularly consulting, construction, and environmental firms.

- **How have the vacancies in corporate operations affected the operational capacity and performance of NJ Transit? Have the vacancies resulted in the outsourcing of certain NJ Transit functions to vendors that could be brought back in-house if all funded positions were filled? Please provide specific examples.**

The tight labor market and significant competition for candidates has resulted in longer times for NJ TRANSIT to fill vacant positions. NJ TRANSIT has, as appropriate, worked with external executive recruitment firms to identify qualified candidates for positions, and has also turned to consultant expertise, short-term or project-based contractors, and temporary workers to provide temporary staff augmentation.

- **Please describe NJ Transit’s plan to fill the 328 vacant, but funded, positions through the end of FY 2024.**

As noted, above, the number of vacant positions changes from day to day, as new hires are made, and existing employees retire or leave the agency. NJ TRANSIT has improved hiring success by introducing new recruitment strategies, including improved process automation, increased social

## Discussion Points (Cont'd)

media presence, improved partnership with internal departments, and increased candidate outreach events. NJ TRANSIT continues to leverage existing candidate pipelines, including the Newark Workforce Development Program and our own increasingly popular NJ TRANSIT Internship Program. At the same time, agency management is keenly aware of the need to review all vacancies for their necessity. The FY 2024 proposed budget includes 11 new positions in Human Resources to enhance recruitment efforts as well as develop augmented employee programs to encourage employee retention.

In the interest of fiscal prudence, NJ TRANSIT’s budget includes adjustments for vacancy savings which are based on anticipated vacancies for the budget year.

- **Please explain why NJ Transit needs to budget for the currently unfilled 328 funded positions in corporate operations. What would happen if funding for 50 percent of the unfilled positions were to be removed?**

NJ TRANSIT’s 265 vacant corporate positions are central to NJ TRANSIT’s ability to deliver rail, bus, light rail, and paratransit services to New Jersey. NJ TRANSIT’s Human Resources professionals continue to work to fill vacancies as quickly as possible in order to support the agency’s operational services and execute its \$16.9 billion Capital Plan.

Reducing funded headcount by 50 percent would affect NJ TRANSIT’s ability to properly deliver service. However, NJ TRANSIT is continually reevaluating the need for each vacancy with the goal of capturing financial efficiencies wherever possible, without significantly impacting services or the customer experience.

25. P.L.2022, c.18 appropriated \$814 million out of the off-budget New Jersey Debt Defeasance and Prevention Fund to New Jersey Transit for the eight capital projects enumerated below. As of April 8, 2023, NJ Transit has received \$250 million of the \$814 million appropriation.

Capital Project	Appropriation
Walter Rand Transportation Center Redevelopment	\$250,000,000
Newark Penn Station 2.0 Improvements	\$191,000,000
Hoboken Ferry Terminal Building and Hoboken Bus Terminal Access Improvements	\$176,000,000
New Brunswick Station Improvements	\$49,000,000
Bloomfield Station Improvements	\$48,000,000
Construction of Maintenance-of-Way Facility in Clifton	\$40,000,000
Brick Church Station Improvements	\$33,000,000
Roselle Park Station Improvements	\$27,000,000
<b>Total</b>	<b>\$814,000,000</b>

The simultaneous addition of eight capital projects challenges the project management capacity of NJ TRANSIT. The FY 2023 Governor’s Budget still delineated the number of full-time equivalent positions classified as “capital operations” (668 filled positions as of December 2022). The FY 2024 Governor’s Budget eliminates that classification and reclassifies almost all the previous “capital operations” positions as belonging to either “rail operations” or “corporate operations.”

## Discussion Points (Cont'd)

- **Questions:** For each of the eight projects, please provide a status update, including:
  - a) the current project stage, i.e. is it in the planning and design stage, has construction begun, etc.;
  - b) the projected completion date;
  - c) the total projected cost, by component;
  - d) if the Debt Defeasance and Prevention Fund appropriation is not expected to cover the entire project cost, please identify the other funding sources;
  - e) whether any vendors are anticipated to be selected to design the project and guide the construction and the status of the procurement for such services;
  - f) if a vendor has been selected for the design and planning of the project as well as construction management, please name the vendors and provide the terms of compensation; and
  - g) whether there are already known cost overruns relative to original projections.

See Question 25 Attachment - DD files March 2023. Where additional funding is identified and programmed for projects, that information is provided. For some capital projects the remaining budget will be secured through future funding opportunities as they become available from federal and state sources. NJ TRANSIT will be procuring design and construction services as necessary to advance these projects to completion. No cost overruns to date for these projects.

- **Are there any supply chain issues that are delaying the progress of any project?**

At this time, NJ TRANSIT has not identified any specific supply chain issues that would delay these projects.

- **Please comment on New Jersey Transit's capacity to manage and oversee the eight capital projects. Is the capital operations component of New Jersey Transit presently staffed at a numerical and expertise level so that the eight capital projects can be implemented in a timely manner with proper project management, oversight, and quality control to guard against cost overruns and guarantee high-quality construction? If not, in what areas does New Jersey Transit need to hire additional expertise either in the form of additional staff or contracted services?**

NJ TRANSIT's Capital Programs Department is staffed with the requisite expertise to deliver these projects to completion. Capital Programs is working closely with NJ TRANSIT's Human Resources Department to ensure projects progress expeditiously. Many of these projects are in the concept and planning phases, not the engineering phase.

- **For what reasons does the FY 2024 Governor's Budget no longer delineate the number of New Jersey Transit employees who are categorized as belonging to capital operations? What are the benefits of doing so?**

The budget display was adjusted to be consistent with how NJ TRANSIT reports its staffing information publicly.

**Discussion Points (Cont'd)**

26. At its February 8, 2023, meeting, the NJ TRANSIT Board of Directors approved a resolution that authorizes NJ TRANSIT to negotiate and enter into a lease agreement that would move the Corporation’s headquarters from One and Two Penn Plaza East in Newark to Two Gateway Center, also in Newark. According to the resolution, the term of the lease is not to exceed 25 years and is for an estimated 400,000 square feet of office space. According to the resolution, the current headquarters is “inadequate for long-term occupancy” and would require currently unbudgeted “immediate and substantial capital improvements for base building infrastructure, workplace improvement, and technology upgrades.” According to news reports, the current headquarters has about 338,000 square feet of office space.

- **Questions:** Please indicate whether the lease for New Jersey Transit’s headquarters at Two Gateway Center has been executed as well as the duration of the lease. Please provide a side-by-side comparison between the current and future headquarters showing for each location the square footage, the square footage per employee assigned to headquarters, lease costs including any discounts or extra payments, lease duration, building amenities, and any other variable New Jersey Transit deems relevant. Please provide a copy of the lease agreement at Two Gateway Center.

The lease for Two Gateway Center has not yet been executed; It is anticipated the lease term will be 25 years. The lease is still in negotiations.

	<u>Current NJT HQ</u>	<u>Gateway</u>
<b>Floors</b>	12	7.3
<b>Square Footage</b>	396,000 SF	398,510 SF
<b>Employees Assigned</b>	1,649	1875+
<b>Employees Per RSF</b>	240.15	212.54
<b>Starting Base Rent</b>	None - owned property	\$39.00/sf - \$15,704,068
<b>Annual Base Rent Escalations:</b>	None - owned property	2%, starting month 37
<b>Free Rent</b>	None - owned property	12 months
<b>Est. Opex Base Amount (\$/sf)</b>	None - owned property	\$10.22
<b>Est. RE Tax Base Amt (\$/sf)</b>	None - owned property	\$4.30
<b>Est. 2024 Electric (\$/sf)</b>	None - owned property	\$3.21
<b>LL Tenant Improvement</b>	None - owned property	(\$130.00)

NJ TRANSIT owns the headquarters building. The proposed rent at Two Gateway is \$39 RSF. NJ TRANSIT is still in negotiations as to the exact floors it will occupy so the RSF could vary slightly. At the present time the number of employees that will be occupying Two Gateway is estimated at about 1,900-plus, as the agency intends to consolidate employees from its Maplewood facility to Two Gateway. NJ TRANSIT also can accommodate additional employees at Two Gateway by standardizing space requirements.

- Please detail the “immediate and substantial capital improvements for base building infrastructure, workplace improvement, and technology upgrades” that would have had to be performed at the current headquarters. What was the estimate for the cost and duration of the improvements?

## Discussion Points (Cont'd)

NJ TRANSIT's current headquarters ("HQ") facility located at One Penn Plaza East in Newark has been the agency's headquarters since 1991. Over the course of those decades the facility has met its useful lifespan and as such, major components have begun to fail including HVAC, elevators, plumbing, and other systems. Meanwhile, agency staff has grown over those same years, reflecting the history of increases in ridership and services. This has pushed the building capacity beyond its designed limits. Substantial capital investment, estimated at some \$118 million, would be required to remain at One Penn Plaza East, including \$58M for system replacements & deferred maintenance and \$60M for workplace improvements (12 floors @\$5M/floor).

- **For what reasons does New Jersey Transit intend to expand the square footage of its headquarters? Does New Jersey Transit anticipate the hiring of additional staff? Does New Jersey Transit anticipate the revocation of current work-from-home policies? What is the current work-from-home policy for headquarters employees?**

NJ TRANSIT hosts over 1,600 corporate employees in about 400,000 square feet between the Newark headquarters and its Maplewood facility, the "General Office Building" (GOB). NJ TRANSIT seeks to maximize the value of these two buildings and increase the efficiency of day-to-day operations by identifying operational inefficiencies as well as opportunities to modernize and maximize workspace, and better align the design of the agency's physical space with current and projected occupancy.

NJ TRANSIT has the obligation to plan not only for the short-term, but for the long-term future of transit and transportation for the State of New Jersey and her people. The decades since NJ TRANSIT's 1979 founding have demonstrated that, despite occasional short-term recessions or other challenges, demand for transit has grown steadily over time. NJ TRANSIT will continue to monitor and evaluate staffing needs for both the immediate and longer-term future.

NJ TRANSIT's pilot hybrid telework policy commenced on May 4th, 2022, and per the policy will be reviewed again prior to July 1, 2023.

See Question 26 Attachment - Hybrid Work Policy

- **Does the expansion of the size of New Jersey Transit's headquarters increase the carbon footprint of New Jersey Transit headquarters operations? Please indicate the carbon footprint of New Jersey Transit headquarters operations at the current location and anticipated at the future location on a total as well as a per-square foot, and per-capita basis. Was the carbon footprint of different building options a variable that was considered in the evaluation and decision-making process? What was the priority ranking of carbon footprint considerations?**

Based on the age of the current headquarters facility and its mechanical and other systems, moving to Two Gateway Plaza will reduce the carbon footprint of headquarters operations. Staff are not able to calculate precise carbon footprint values for either building, however, the new space has an Energy Star rating of 95 versus the current headquarters rating of only 45, so the new space is much more energy efficient.

## Discussion Points (Cont'd)

Environmental impact and sustainability were focused variables, among others including financial effect and the need to accommodate future growth, during the evaluation and decision-making process.

27. For FY 2023, the FY 2024 Governor’s Budget shows a revised \$23.24 total cost per mile for NJ TRANSIT’s railroad operations, which is largely consistent with the cost in the two immediate prior fiscal years. However, the FY 2023 Governor’s Budget included an estimated \$17.57 total cost per mile for FY 2023. The revised FY 2023 amount is therefore \$5.67 per mile, or 32.3 percent, higher than estimated a year earlier.

- **Questions:** Please explain why the total FY 2023 cost per mile for the railroad operations is revised to be 32.3 percent higher than projected a year ago. If applicable, what savings initiatives did not materialize or fell short of expectations? If previously unanticipated cost increases explain the difference, please identify the previously unanticipated cost increases.

The Evaluation Data submitted a year ago for the FY 2023 Budget assumed an expeditious return to pre-pandemic ridership, and concomitant rail equipment usage. These amounts have been adjusted to reflect a more conservative forecast. The table below demonstrates the impact to Cost per Mile of the adjustment from 66 million rail service miles in the FY 2023 Budget to 49.2 million in the FY 2024 Budget.

	Cost Per Mile			Comments
	FY2023 Gov Bud	FY2024 Gov Bud	O / (U)	
Rail				
Expenses (\$ millions)	\$1,159	\$1,143	(1.4%)	
Miles (# millions)	66.0	49.2	(25.5%)	
<b>Cost Per Mile</b>	<b>\$17.57</b>	<b>\$23.24</b>	<b>32.3%</b>	<b>A / B = Cost per mile</b>

28. According to New Jersey Transit Corporation’s July 2022 budget documents for FY 2023, the corporation projected in its scenario-planning forecast that federal COVID-19 relief would balance its budget through FY 2025 without any fare increases. But for FY 2026, when the federal COVID-19 relief will be depleted, New Jersey Transit forecasted an \$842.6 million deficit. Budget documents for FY 2024 have not yet been made public.

- **Questions:** Does New Jersey Transit still project that it will have sufficient federal COVID-19 aid to balance its budget through the end of FY 2025? If not, what is the projected deficit for FY 2025? Has New Jersey Transit begun to prepare for the projected funding shortfall in FY 2026? What are New Jersey Transit’s preferred solutions to replace federal COVID-19 aid in FY 2026, on the expenditure or the revenue side? Have any other additional funding sources been identified to close the funding gap?

Current forecasts for FY 2023 Farebox Revenues are below budget as shown in the table below.

**Discussion Points (Cont'd)**

This has resulted in a reduction to the forecast farebox revenues for FY 2024 and FY 2025 compared to one year ago (a challenge being faced by transit agencies across the nation, including the MTA and SEPTA in our region). This is anticipated to result in the full use of NJ TRANSIT’s Federal COVID-19 assistance before the end of FY 2025 and a funding need of \$119.4 million in that fiscal year and

\$917.8 million in FY 2026. NJ TRANSIT is focused on developing and analyzing all available options and approaches for reducing expenditures and maximizing efficiency. As yet, no other additional funding sources have been identified to close the forecasted funding gap. NJ TRANSIT will be analyzing all options to deal with the fiscal challenge as we move forward. Every potential solution within NJ TRANSIT will be on the table, in addition to seeking Federal and State support.

<i>\$ in millions</i>		FY22	FY23	FY23	FY24	FY25	FY26
Scenario Planning	Revenue	Actual	Budget	Projection	Gov Bud	Prelim.	Forecast
	Farebox	\$536.7	\$716.0	\$687.2	\$776.3	\$795.4	\$813.3
	Commercial Revenue	147.3	118.7	127.2	121.0	124.7	128.4
	State Operating Subsidy	100.0	100.0	100.0	140.0	140.0	140.0
	Turnpike Funding	325.0	721.0	721.0	440.0	455.0	470.0
	Clean Energy Fund	82.1	82.1	82.1	70.1	70.1	70.1
	Capital Preventive Maintenance	432.2	362.0	362.0	334.0	334.0	334.0
	Other Reimbursements	174.3	176.4	189.9	176.4	176.4	177.9
	COVID-19 Relief (CARES, CRRSAA, ARPA)	1,030.7	479.2	479.2	808.8	749.3	(0.0)
	<b>Total Revenue</b>	<b>\$2,828.4</b>	<b>\$2,755.5</b>	<b>\$2,748.6</b>	<b>\$2,866.6</b>	<b>\$2,844.9</b>	<b>\$2,133.7</b>
<b>Total Expense</b>	<b>\$2,678.1</b>	<b>\$2,755.5</b>	<b>\$2,710.5</b>	<b>\$2,866.6</b>	<b>\$2,964.3</b>	<b>\$3,051.5</b>	
<b>Net Revenue to Expense</b>	<b>\$150.3</b>	<b>\$0.0</b>	<b>\$38.1</b>	<b>\$0.0</b>	<b>(\$119.4)</b>	<b>(\$917.8)</b>	
<i>COVID-19 Relief Funding Remaining</i>	<i>\$2,037.4</i>	<i>\$1,558.1</i>	<i>\$1,558.1</i>	<i>\$749.3</i>	<i>\$0.0</i>	<i>\$0.0</i>	

29. New Jersey Transit has been in ongoing negotiations with unions over wages for transit engineers for three years. Of New Jersey Transit’s 15 rail unions, 14 have settled new contracts by 2023, covering 91 percent of the rail union employees.

- **Questions:** For each fiscal year from FY 2023 through FY 2026, please project the additional cost to New Jersey Transit from the contract agreements reached with unions representing New Jersey Transit engineers, all other factors being equal. What is the status of any ongoing contract negotiations with New Jersey Transit employees? Does New Jersey Transit anticipate any labor action, such as a strike, through the end of FY 2024?

NJ TRANSIT Rail Operations (NJTRO) has made a fair and pattern-based contract offer to the Brotherhood of Locomotive Engineers & Trainmen (BLET) that has been accepted and ratified by 14 of our 15 rail unions covering 93% of our unions, who represent 91% of our rail-union employees. The BLET is the only union to not accept these terms.

Under the Railway Labor Act (RLA), a Rail Union cannot strike until completing a lengthy, multi-step process, which is controlled by the National Mediation Board (NMB) – the federal agency that administers the RLA. This lengthy, multi-step process is only initiated in the event the NMB releases the parties from mediation. The law permits two Presidential Emergency Board reviews if requested by any party. Currently, negotiations continue to remain in mediation under the auspices of the NMB. Most recently, NJTRO and the BLET met for a mediation session with the

## Discussion Points (Cont'd)

NMB in Washington, D.C. on March 31st. Further, in the BLET's case, the union is additionally prohibited from encouraging or participating in an illegal job action, including a strike, by a Federal Court Order, which was issued as a result of

the BLET's illegal job action on June 17, 2022, for the Juneteenth holiday. This holiday was included in the current contract ratified by 14 of the 15 rail unions – the same contract rejected by the BLET, and the one we continue to negotiate with them in good faith.

Additional costs to NJ TRANSIT for contract agreements to be reached with the union representing NJ TRANSIT engineers are now in negotiations.

30. In October of 2022, the U.S. Attorney's Office for the District of New Jersey reached a settlement with the New Jersey Transit Corporation to resolve findings that its intercity rail stations are inaccessible to individuals with disabilities -- a violation of the federal Americans with Disabilities Act of 1990. Under the agreement, New Jersey Transit has committed to making five intercity rail stations, Newark Penn, Princeton Junction, MetroPark, Trenton, and New Brunswick, accessible to individuals with disabilities.

- **Questions: What is the status of the mobility upgrades at the five intercity rail stations? Are there any constraints restricting New Jersey Transit from meeting the standards set forth by the Americans with Disabilities Act of 1990 and the settlement agreement? If so, please explain.**

Over the years, NJ TRANSIT has made numerous ADA improvements across our system to better provide accessible transportation to all of our customers. When the US Department of Justice (DOJ) contacted NJ TRANSIT in early 2021 with concerns about potential ADA deficiencies, the agency moved quickly to implement remedies and add repairs to our capital improvement plans. Notably, the stations identified *are* currently accessible. The repairs identified as being needed at these stations ranged from minor fixes such as upgrading signage to more complicated renovations such as curbs or platforms, which required engineering and architectural review. More than half of the issues identified by the DOJ have been remediated, and resolutions for the remaining items are either underway, have been added to existing maintenance and upgrade plans, or for the more complex remedies, are in the process of engineering planning and design.

Most of NJ TRANSIT's stations were built before the enactment of the Americans with Disabilities Act of 1990 and require extensive engineering or architectural review before implementing remedies. Some stations are also formally designated historic places, which requires the review and approval of the State Historic Preservation Office (SHPO) prior to any modifications.

31. In December of 2022, the U.S. Attorney's Office for the District of New Jersey reached a settlement with the NJ TRANSIT Corporation to resolve allegations that it violated the civil rights of people with disabilities by failing to operate a paratransit service that complied with the federal Americans with Disabilities Act of 1990. Under the agreement, NJ TRANSIT must ensure that its paratransit system (Access Link) eliminates capacity constraints that significantly limit the availability of transit services to paratransit-eligible persons specific to long trips, late pickups, late drop-offs, and excessive telephone times. As per the agreement, NJ TRANSIT Access Link must



## Discussion Points (Cont'd)

meet specific performance standards within six months, 12 months, and 24 months of the effective date of the agreement.

- **Questions: Please explain any challenges New Jersey Transit has encountered in implementing the settlement agreement. How will the settlement agreement impact New Jersey Transit operating costs? Please provide current performance statistics related to Access Link telephone hold times, trip denials, timeliness of pickups and drop-offs, and missed trips.**

NJ TRANSIT is committed to making our transit system as accessible as possible for all those who depend on it for mobility. Over the years, NJ TRANSIT has made numerous ADA improvements across our system to provide enhanced access, and we have worked with our third-party vendors, who supply paratransit transportation, to improve the performance and the quality of the Access Link trip for all of our customers.

NJ TRANSIT is working to decrease telephone hold times by increasing staffing levels, improving the call center experience, and leveraging technology. In the first quarter of 2023, the average speed of answer was approximately four minutes. NJ TRANSIT continues to work with third-party vendors to meet the performance standards in the settlement agreement. To meet the performance standards, third-party vendors will likely need to add both personnel and other resources. This will create expense implications, both currently and when new contracts are solicited.

Performance Standard	2023 Q1
Telephone Hold Times - calls answered within two minutes	59.9%
Telephone Hold Times - calls answered within five minutes	70.8%
Trip Denials	0%
Trip pickups within On-Time pickup window	84.3%
Trip pickups within On-Time pickup window or up to thirty minutes after	97.2%
Missed Trips	1.3%

- **Will Access Link meet the six-month performance standards of the settlement agreement? To the extent that the previous underperformance has been a function of suboptimal staffing, how does the current tight labor market affect the ability of Access Link to meet the performance standards set forth in the settlement agreement? How many additional positions must be filled to meet the performance standards required by the settlement agreement?**

NJ TRANSIT, in partnership with our third-party vendors, will strive to meet the performance standards set forth in the settlement agreement and will communicate our progress appropriately with the U.S. Attorney's Office. The national shortage of commercial driver's license (CDL)-qualified drivers is a continuing challenge and will impact both performance and cost. NJ TRANSIT is working with its third-party vendors to optimize staffing levels, as well as improving the efficiency of trips and seeking other efficiencies to meet performance standards.

32. The FY 2023 Appropriations Act allocated \$40.0 million out of the State's flexible \$6.24

## Discussion Points (Cont'd)

billion federal Coronavirus State Fiscal Recovery Fund grant, which the State received under the American Rescue Plan Act of 2021, to improvements for NJ TRANSIT railroad and bus operations.

As of April 3, 2023, the entire appropriation is unexpended and uncommitted. All Coronavirus State Fiscal Recovery Fund grant funds must be obligated by December 31, 2024 and expended by December 31, 2026.

- **Questions:** Please provide an update on the status of the \$40.0 million Coronavirus State Fiscal Recovery Fund appropriation to New Jersey Transit for railroad and bus operations improvements. Please describe the envisioned improvements and the metrics that will be used to determine the effectiveness of the improvements. What is the timeline for the expenditure of the \$40.0 million leading up to December 31, 2026?

The first expenditures for this program were made on or about April 7, 2023, totaling \$3,236,948.00. This funding is earmarked to support three main projects: (i) Catastrophe Recovery and Responsiveness, meaning new hardware and software to improve remote management of I.T. functions, resiliency of customer-facing applications, and enhancement of cloud backup; (ii) Fare Collection and Fare Gate Modernization, meaning bus farebox improvements (e.g., enhancement of touchless payment options) and fare gate technology improvements to speed pass-through and queuing at Secaucus and Newark Airport rail stations; and (iii) Enhanced Public Contracting/Procurement Software, meaning acquisition of software that will unify all NJ TRANSIT bidding processes under one umbrella, with cloud-based backup.

The applicable Final Rule permits these expenditures on the basis of “public sector capacity,” which includes “effective service delivery” that “improve[s] access to and the user experience of government IT systems, as well as technology improvements to increase public access and delivery of government programs and services.” Thus, with respect to metrics, on a quarterly basis, NJ TRANSIT is required to report to the Department of Community Affairs (DCA) (which in turn reports to the federal OMB), among other things: (i) the overall progress on completion of the projects; (ii) dollars expended to date; (iii) progress toward equity goals; and (iv) a customer satisfaction plan relative to the projects. Based on incumbent vendors best suited to perform the work, NJ TRANSIT expects to expend the full \$40.0 million prior to December 31, 2026. Some portions of the projects, however, may require full and open competition; funds related to those projects will be expended closer, but prior to, the 2026 deadline. NJ TRANSIT will continue to report the status to DCA.

33. The federal “Infrastructure Investment and Jobs Act,” Pub.L.117-68, was signed into law on November 15, 2021. As of April 4, 2023, the Federal Funds Information for States estimates that New Jersey stands to receive almost \$14.9 billion for myriad purposes from the law between federal fiscal years 2022 and 2026. Federal Transportation Authority grants alone would bring \$4.78 billion to New Jersey over that period, according to the Federal Funds Information for States.

- **Questions:** Please detail the amounts NJ Transit anticipates receiving under the Infrastructure Investment and Jobs Act and indicate the purposes for which the funds would be used. Please provide details on any critical projects that NJ Transit is planning to fund with moneys received as part of the infrastructure package.

## Discussion Points (Cont'd)

For FY 2024, NJ TRANSIT estimates \$905.490 million in federal resources, pursuant to the IIJA. This total includes \$826.712 million in formula funds plus \$78.778 million in competitive grant funding. Details include:

\$34.101 million in All Stations Access Program (competitive)

\$44.677 million in Bus Facilities 5339 (competitive)

\$75.000 million CMAQ transfer from NJDOT

\$407.292 million SECT 5307

\$11.681 million SECT 5310

\$5.918 million SECT 5311

\$306.942 million SECT 5337

\$19.879 million SECT 5339

NJ TRANSIT's FY 2024 Capital Program request will fund major projects and programs that were planned in the FY 2023-2027 Five-Year plan. The FY 2024 Capital Program uses federal resources to meet increased costs on active capital construction projects and, for certain projects, it federalizes funding where State (TTF) dollars had been planned. The released State (TTF) funds are requested for appropriation in FY 2024 as 'hard-match' to the Competitive Grant funding NJ TRANSIT was awarded, thus enhancing the overall Capital Program.

Critical Projects include:

\$35.836 million Raritan River Bridge Replacement

\$50.375 million Long Slip Fill and Rail Enhancement

\$71.260 million for Locomotive Overhauls

\$52.808 million Rail Rolling Stock Procurement

\$143.832 million Preventative Maintenance – Bus

34. In December 2022, New Jersey Transit announced that it had been awarded a \$592,000 grant from the Federal Transit Administration to study transit-oriented development along the proposed nine-mile extension of the Hudson-Bergen Light Rail through eastern Bergen County from the current terminus of Tonelle Avenue in North Bergen up to Englewood hospital and Medical Center. The announcement indicated that the extension was currently in the design phase. The United States Department of Transportation permitting dashboard, however, has displayed the review as "paused" since October 2018 despite beginning in May of 2007.

- **Questions: Please indicate the status of the proposed extension of the Hudson-Bergen Light Rail. What is the reason for the nearly five-year delay in the federal review? Does the delay affect the project's eligibility for federal infrastructure funding?**

The HBLR Northern Branch project's Final Environmental Impact Statement (FEIS) was submitted to the Federal Transit Administration (FTA) in 2018. FTA responses were not received back in 2020. The FTA expressed concern that the FEIS information was outdated and that conditions might have changed, and therefore requested that any information more than five years old be updated. NJ TRANSIT is currently in the process of updating that information for submission later this year. Once the FTA reviews and issues a Record of Decision (ROD) the project can progress with federal funding for final design and construction.

## Discussion Points (Cont'd)

35. In August 2021, New Jersey Transit approved a \$3.5 million contract with HNTB Corporation of New York for the concept phase of the Meadowlands Transitway Project with the design reported to be expected by December 2022. The transitway would connect Secaucus Junction with the Meadowlands Sports and Entertainment Complex. It is unclear whether the transitway is scheduled to be completed in time for the 2026 World Cup.

- **Questions:** Please comment on the status of the Meadowlands Transitway Project. Has New Jersey Transit received a final concept design? If not, when does New Jersey Transit expect the completion of the concept design? If a concept design has been received, please describe the design and specify the proposed form of transit for the Meadowlands Transitway Project. How many riders is the project expected to be able to accommodate? When is the project expected to be complete, and will it be complete prior to the 2026 World Cup matches?

The project is split into two phases in order to meet the FIFA 2026 in-service goal. The Phase 1 concept design and preliminary engineering is complete. The immediate project will utilize existing roadways and infrastructure, expand the existing Secaucus Junction terminal, build a new terminal at the Meadowlands and include new articulated electric buses, with a depot and charging facilities, to meet the Spring 2026 completion target. This will provide a capacity of 11,600 passengers per hour. The full project will continue with expansion of the FIFA base system into areas of Jersey City, Montclair, and Newark. The transportation mode for this potential expansion has not yet been determined.

36. NJ Transit borrows against its annual appropriation of capital funds in various ways, primarily through borrowing arrangements with the Economic Development Authority, meaning that a portion of annual capital appropriations are consumed each year by debt service and are not available to fund new NJ Transit projects.

- **Questions:** Please identify: a) the current debt service schedule for NJ Transit borrowing, including Certificates of Participation, New Jersey Economic Development Authority project bonds, Portal Bridge bonds, and any other borrowing with an annual debt service payment that relies upon capital funding sources; and b) the capital program lines that comprise these payments.

Please see the schedules provided below, which shows that debt service totals 5 percent or less of operating budget expenses.

Department of Transportation and Motor Vehicle Commission  
2023-2024

Discussion Points (Cont'd)

FY	NJEDA 2017 A	NJEDA 2017 B	NJEDA 2020	NJEDA 2022	Total NJEDA Debt Service
FY24	\$2,712,400.00	82,673,875.00	\$23,262,350.00	\$37,799,712.50	\$146,448,337.50
FY25	\$2,712,400.00	82,675,875.00	\$23,262,350.00	\$37,800,087.50	\$146,450,712.50
FY26	\$2,712,400.00	82,674,375.00	\$23,262,350.00	\$37,803,087.50	\$146,452,212.50
FY27	\$2,712,400.00	82,674,750.00	\$23,262,350.00	\$37,802,587.50	\$146,452,087.50
FY28	\$65,416,200.00	3,956,500.00	\$23,262,350.00	\$37,802,462.50	\$130,437,512.50
FY29	\$0.00		\$23,262,350.00	\$37,801,462.50	\$61,063,812.50
FY30	\$0.00		\$44,029,850.00	\$37,803,212.50	\$81,833,062.50
FY31	\$0.00		\$44,027,600.00	\$37,801,337.50	\$81,828,937.50
FY32	\$0.00		\$44,029,350.00	\$37,799,462.50	\$81,828,812.50
FY33	\$0.00		\$44,027,225.00	\$37,800,962.50	\$81,828,187.50
FY34	\$0.00		\$44,028,225.00	\$37,799,212.50	\$81,827,437.50
FY35	\$0.00		\$44,029,100.00	\$37,802,462.50	\$81,831,562.50
FY36	\$0.00		\$44,026,600.00	\$37,803,837.50	\$81,830,437.50
FY37	\$0.00		\$44,027,225.00	\$37,801,587.50	\$81,828,812.50
FY38	\$0.00		\$44,029,300.00	\$37,803,712.50	\$81,833,012.50
FY39	\$0.00		\$44,028,900.00	\$37,803,087.50	\$81,831,987.50
FY40	\$0.00		\$44,025,900.00	\$37,802,587.50	\$81,828,487.50
FY41	\$0.00		\$44,030,250.00	\$37,799,512.50	\$81,829,762.50
FY42	\$0.00		\$44,027,600.00	\$37,803,643.75	\$81,831,243.75
FY43	\$0.00		\$44,029,225.00	\$37,800,025.00	\$81,829,250.00
FY44	\$0.00		\$44,029,900.00	\$37,800,637.50	\$81,830,537.50
FY45	\$0.00		\$44,026,025.00	\$37,802,068.75	\$81,828,093.75
FY46	\$0.00		\$0.00	\$37,800,906.25	\$37,800,906.25
FY47	\$0.00		\$0.00	\$37,798,606.25	\$37,798,606.25
FY48	\$0.00		\$0.00	\$37,801,231.25	\$37,801,231.25
FY49	\$0.00		\$0.00	\$37,803,375.00	\$37,803,375.00
FY50	\$0.00		\$0.00	\$37,800,000.00	\$37,800,000.00
FY51	\$0.00		\$0.00	\$37,802,250.00	\$37,802,250.00
FY52	\$0.00		\$0.00	\$37,801,000.00	\$37,801,000.00
FY53	\$0.00		\$0.00	\$37,802,000.00	\$37,802,000.00

## Discussion Points (Cont'd)

### Financed Projects in Each Bond Issue

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#### NJEDA 2017 A

NJT01043	Long Slip Fill and Rail Enhancement
NJT00903	Traction Power High Voltage Substation Circuit Breakers Replacme
HQS00185	Bus Radio System Replacment

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#### NJEDA 2017 B

RRS00030	Multi-Level Coaches Option A,B,C (Additional 131)
RRS00051	Electric Loco Purchase (27)
RRS00057	Multi-Level Coaches Option D (Additional 37)
RRS00072	Multi-Level Coaches Option E,F (Additional 50)
RRS00082	Dual Power Loco Purchase (4)

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#### NJEDA 2020

BRS00038	Cruiser Bus Replacement (1222)
NJT01235	Dual Power Locos Purchase (17)

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#### NJEDA 2022

PNB01000	Portal North Bridge
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37. New Jersey Transit's June 2020 unconstrained five-year capital plan identifies a capital funding need through FY 2025 of nearly \$17 billion, and expected funding sources of just over \$11 billion, resulting in a \$5.77 billion funding gap.

- **Questions:** What is the current capital funding gap through FY 2025 based on the FY 2024 Governor's Budget? How is the federal "Infrastructure Investment and Jobs Act" affecting the funding gap? Have any potential funding sources been identified to close the remaining gap?

Please see the table provided below

## Discussion Points (Cont'd)

Appendix A Table 1: Capital Plan Financial Summary (Update)

(\$ in Millions)

CAPITAL PLAN FY2021-2025	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
Major Projects and Programs <i>Table 2</i>	314.48	711.77	1,048.08	1,907.25	1,644.61	5,626.19
Other Ongoing NJ TRANSIT Projects and Programs <i>Table 3</i>	975.29	848.31	1,183.66	1,028.37	1,169.21	5,204.84
<b>TOTAL EXISTING FUNDING</b>	<b>1,289.77</b>	<b>1,560.08</b>	<b>2,231.74</b>	<b>2,935.62</b>	<b>2,813.82</b>	<b>10,831.03</b>
<b>Unfunded Projects and Programs</b>						
	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
Major Projects and Programs <i>Table 2</i>	-	-	273.60	690.62	903.57	1,867.80
Other Rehabilitation Projects and Programs <i>Table 4</i>	-	-	239.03	188.78	156.28	584.08
<b>TOTAL FUNDING NEED</b>			<b>512.63</b>	<b>879.40</b>	<b>1,059.85</b>	<b>2,451.87</b>
<b>TOTAL CAPITAL PLAN</b>	<b>1,289.77</b>	<b>1,560.08</b>	<b>2,744.37</b>	<b>3,815.02</b>	<b>3,873.66</b>	<b>13,282.90</b>

NJ TRANSIT's Capital Plan is a fiscally unconstrained listing of all of our potential projects with estimated costs for each. However, NJ TRANSIT must always live within its financial means. NJ TRANSIT has received \$191M in funding from the Infrastructure Investment and Jobs Act that has been used to fill in the gap for critical State of Good Repair and Resiliency projects under construction, as well as provide funding for critical future investments such as the design for Northern Bus Garage and Phase 1 of the Bus Garage Modernization Program, early construction activities for HBLR Route 440 expansion, and advancing NJ TRANSIT's adoption of an agency-wide Enterprise Asset Management (EAM) system. NJ TRANSIT continues to actively respond to Federal Notice of Funding Opportunities to close the remaining gap.

38. New Jersey Transit has a large number of projects in its capital pipeline and not all of them are reflected in the annual capital program. Some are partially funded under previous annual capital programs and some have not yet been funded but have been identified in the five-year capital program or planning documents.

- Question:** Please provide the following information for each of the following capital projects: a) the date when planning and development began, b) the amount of capital funds appropriated to date, c) the amount of capital funds expended to date, d) the amount of capital funds that still need to be appropriated to complete construction, e) whether existing future funding sources have been identified for the project (including the year of funding, if applicable), and f) anticipated project completion dates:

Each Sandy Resiliency Program Project  
 Electrification of the Bus Fleet  
 Elizabeth Train Station  
 Newark Penn Station  
 Walter Rand Station  
 Lyndhurst Station  
 Perth Amboy Station  
 Northern Bus Garage  
 Portal Bridge  
 New Brunswick Transit Service (BRT/Light Rail/etc.)  
 Route 1 BRT

## Discussion Points (Cont'd)

Camden-Glassboro Rail Line  
Hudson-Bergen Northern Branch  
Hudson-Bergen Rt. 440 Expansion  
Lackawanna Cutoff  
MOS Project Rail Extension to Phillipsburg  
Meadowlands capacity expansion project/design competition – Boonton Transit Way  
Raritan River Bridge Replacement  
Mid-Line Loop  
North Brunswick Station  
Hunter Flyover  
Delco Lead  
County Yard Expansion  
Passenger service on the New York, Susquehanna and Western Railway east of Hawthorne  
New York Penn Station Improvements

See Question 38 Attachment – FY 24 OLS - Capital Projects

39. Please provide the following data and information:

**A.) A list of ridership levels, farebox recovery ratios, and passenger growth rates for each bus route, rail line, and light rail line for FY 2020 through FY 2023 (projected full year).**

Please see attached document Annual Ridership by Lines FY 20 – FY 23

**B.) A breakdown of individual capital program lines and other sources that comprise the “Other Reimbursements” line in the Public Transportation section of the annual Governor’s Budget.**

\$1.829 billion is listed for Other Reimbursements on page D-360 of the Governor’s FY 2024 Budget Detailed Budget. This includes \$440m in Turnpike funding, \$70.1m in Clean Energy funding, \$334 in Federal Capital Preventive Maintenance funding, \$808.8m in Federal COVID-19 Stimulus Funding and \$176.41m in other grant and reimbursable funding from various sources.

**C.) A breakdown of individual capital program lines and amounts that comprise FY 2023 and FY 2024 salary and overhead.**

Attached is a spreadsheet listing of FY 2023 Labor, Fringe and Overhead costs, by capital program line, as of March 2023 for Capital Projects and Capital Preventive Maintenance. Please note that Capital Project costs are charged directly to the Capital Budget and are adjusted out of the FY 2023 Operating Budget totals. Preventive Maintenance costs are reflected in the FY 2023 Operating Budget and are partly funded by \$362m in Federal Preventive Maintenance funding (5307) with the balance funded by other operating revenue sources. In the FY 2024 Governor’s Proposed Budget, Federal Preventive Maintenance Funding has been reduced to \$334m. Prior to FY 2022, Preventive Maintenance costs were also partly funded by NJ TTF funding of \$98.8m.



## Discussion Points (Cont'd)

- D.) A breakdown of individual capital program lines and amounts that comprise FY 2023 and FY 2024 permitted maintenance.**

No funding was appropriated in FY2023 & FY2024 for permitted maintenance (Capital Maintenance).

- E.) A breakdown of individual capital program lines and amounts that comprise FY 2023 and FY 2024 (projected) capital to operating transfers.**

Federally funded Preventive Capital Maintenance funding of \$362 million is included in the FY 2023 and FY 2024 Budgets. This funding is used to offset the cost of Federally approved preventive capital maintenance projects that extend the life of long-term assets such as locomotive engines buses, and other equipment and facilities. No State of New Jersey Transportation Trust Fund Authority funding has been budgeted for this purpose since FY 2021.

**NJ TRANSIT Corporate Vacancies as of 2/28/2023**

<b>Department</b>	<b>Position Title</b>	<b>Total vacancies</b>	<b>Capital responsibility</b>
Capital Programs	Assistant Contracts & Claims Administrator	1	
Finance	Assistant Director, Operations Budget	1	
General Counsel	Associate General Counsel	8	
Finance	Asst Group Head	1	
Capital Programs	Asst Historic Preservation Spec-P/T	0.5	
Board of Directors' Office	Asst OPRA Spec	1	
Planning	Asst Planner	1	
Capital Programs	Asst Prog Mgr	1	Project Management/Oversight
Civil Rights & Diversity	Business Dev Spec	1	
Human Resources	Candidate Outreach & Internships Partner	1	
Capital Programs	Chief Capital Compl, Budget & Admin	1	
Finance	Chief of Real Estate, Economic Development & TO	1	
Capital Programs	Chief of Staff of Engineering	1	Project Management/Oversight
Procurement	Chief Procurement Officer	1	
Information & Digital Technology	Chief Technology Innovation Officer (CTIO)	1	
Finance	Claims Spec (TC)	1	
Finance	Clerk (Cash Mgmt-Reduced Fare)	1	
Information & Digital Technology	Cloud Engineer	1	
Police	Communication Dispatcher	1	
Communications & Customer Expe	Communication Specs	1	
Planning	Community Transp Grants Admin	1	
Compliance	Compliance Analyst-Federal Reporting	1	
Capital Programs	Construction Mgr	2	Project Management/Oversight
Procurement	Contract Spec	1	
Capital Programs	Contracts & Claims Admin	1	
Communications & Customer Expe	Cust Comm Associate	1	
Customer Advocate	Customer Advocate	1	
Communications & Customer Expe	Customer Svc Rep (TC)	14	
Communications & Customer Expe	Customer Svc Trng & Suppt Admin	1	
Human Resources	Deputy Chief of Human Resources	2	
Capital Programs	Deputy Chief, Construction Management (PNB)	1	Project Management/Oversight
Information & Digital Technology	Desktop Engineer	1	
Information & Digital Technology	Desktop Engineer	1	
Information & Digital Technology	Digital Commerce Analyst	1	
Organizational Services	Digital Publishing Supervisor - Print Services	1	
Civil Rights & Diversity	Dir Business Dev	1	
Finance	Dir Capital Budgets & Analysis	1	
Finance	Dir Risk Mgmt & Insurance	1	
Capital Programs	Dir SS/Resilience Proj Admin & Capital Control	1	
Information & Digital Technology	Dir, Bus Telematics & Control Ctr Automation	1	
Capital Programs	Dir, Eng - Traction Power - Overhead Cat Design	1	
Human Resources	Director Candidate Experience	1	
Human Resources	Director Employee Learning Strategy	1	
Board of Directors' Office	Director of Board Operations	1	
Procurement	Director Procurement	1	
Information & Digital Technology	Director Trans Sys Software Engineering	1	
Finance	Director, Accounts Payable	1	
Planning	Director, Demand Forecasting & Research	1	
Information & Digital Technology	Director, HCM Systems	1	
Procurement	Director, IT Contracts	1	
Information & Digital Technology	Director, Network Engineering	1	
Capital Programs	Director, Program Compliance	1	
Capital Programs	Director, Program Management	1	Project Management/Oversight
Communications & Customer Expe	Director, Project Mgmt & Strategic Initiatives	1	
Procurement	Director, Regulation	1	
System Safety	Director, Safety Training & Development	1	

<u>Department</u>	<u>Position Title</u>	<u>Total vacancies</u>	<u>Capital responsibility</u>
Human Resources	Director, Total Rewards	1	
Capital Programs	Director, Urban Planning & Economic Analysis	1	
Information & Digital Technology	Director, Websites & Mobile Applications	1	
Capital Programs	Director, Zero Emissions Systems Planning	1	
Human Resources	Doctor-P/T	0.25	
Human Resources	Drug & Alcohol Testing Tech	1	
Capital Programs	Engineer/Architect	1	
Information & Digital Technology	Enterprise Applications Systems Lead Analyst	1	
Finance	Executive Secretary	1	
Finance	Extra Clerk	1	
Planning	Facilities Planner	1	
Police	Fare Inspector	1	
Finance	Fare Revenue Analyst	1	
Government & Community Relations	Federal & State Legislative Liaison Manager	1	
Finance	Grants Accounting Systems Manager	1	
Communications & Customer Experience	Info Clerk (Bus Info)	3	
Organizational Services	Lead Building Svcs Worker	1	
Procurement	Lead Contract Specialist	1	
Information & Digital Technology	Lead Cyber Security Analyst	1	
Organizational Services	Mail Reproduction Clerk	1	
Capital Programs	Manager Contracts and Claims	1	
Human Resources	Manager Employee Performance	1	
Information & Digital Technology	Manager Information Technology Bus Operations	1	
Finance	Manager of Payroll	1	
Civil Rights & Diversity	Manager, Business Development - Outreach & Op	1	
Capital Programs	Manager, Capital Compliance	1	
Procurement	Manager, Contract Specialist	1	
Information & Digital Technology	Manager, Cyber Security Governance & Risk	1	
Communications & Customer Experience	Manager, Events	1	
Information & Digital Technology	Manager, PM Passenger Communications	1	
Finance	Manager, Project Finance	1	
Capital Programs	Manager, Project Oversight	1	Project Management/Oversight
Finance	Manager, Property Rights & Acquisitions	1	
Communications & Customer Experience	Manager, Social Media	1	
Internal Audit	Managing Auditor	2	
Procurement	Material Mgmt Clerk (Material Distribution)	1	
Procurement	Material Planner	1	
Procurement	Material Purchasing Spec	1	
Capital Programs	Mgr Equipment Design & Engineering	1	
Capital Programs	Mgr Grant Admin & Compliance	1	
Information & Digital Technology	Mgr Transp Svcs	1	
Police	Police Material Equipment Specialist	2	
Police	Police Officer Trainee	12	
Police	Police Sergeant	2	
Procurement	Pricing Analyst	1	
Finance	Princ Accountant	7	
Civil Rights & Diversity	Princ Bus Dev Spec, Portal North Bridge	1	
Civil Rights & Diversity	Princ Bus Dev Spec, Special Progs & Projects	1	
Capital Programs	Princ Engineer/Architect	1	
Capital Programs	Principal Engineer (Mechanical Systems Design)	1	
Capital Programs	Principal Engineer (Structural Systems Design)	1	
President & CEO	Principal Project & Strategic Program Coordinator	1	
Capital Programs	Principal Project Coordinator	1	
Information & Digital Technology	Principal Radio Access Network Specialist	1	
Information & Digital Technology	Principal Security Integration Specialist	1	
Procurement	Procurement Coord	1	
Procurement	Procurement Intake Unit Service Representative	1	
Capital Programs	Prog Mgr	1	Project Management/Oversight

<b>Department</b>	<b>Position Title</b>	<b>Total vacancies</b>	<b>Capital responsibility</b>
Capital Programs	Prog Mgr	1	Project Management/Oversight
Capital Programs	Prog Mgr	1	Project Management/Oversight
Capital Programs	Proj Coordinator	1	
Capital Programs	Proj/Prog Aide-P/T	1.5	
Human Resources	Proj/Prog Aide-P/T	0.5	
Finance	Property Rights Coordinator	1	
Procurement	Purchasing Spec	1	
Information & Digital Technology	Rail Principal Software Specialist	1	
Government & Community Relations	Regional Mgr Community Rels	2	
Planning	Regional Prog Admin	1	
Planning	Regional Program Assistant	1	
Compliance	Regulatory Compliance Analyst - Legal	1	
Capital Programs	Resident Engineer	2	
Finance	Revenue Accounting Clerk (TC)	1	
Finance	Revenue Agent (TC)	1	
Finance	Revenue Security Agent	2	
System Safety	Safety Officer, Light Rail	1	
System Safety	Safety Training & Development Liaison	1	
Human Resources	Senior Benefits Specialist (Non-Rail)	1	
Information & Digital Technology	Senior Cloud Solutions Architect	1	
Information & Digital Technology	Senior Director, PMO	1	
Capital Programs	Senior Director, Real Estate, NJTSGRP	1	
Finance	Senior Manager, Financial Systems	1	
Information & Digital Technology	Senior Network Solutions Architect	1	
Information & Digital Technology	Senior Program Manager	1	Project Management/Oversight
Information & Digital Technology	Senior Website Developer	1	
Information & Digital Technology	Shift Supv	1	
Communications & Customer Experience	Social Media Associate	1	
Communications & Customer Experience	Social Media Associate	1	
Communications & Customer Experience	Social Media Cust Serv Rep	4	
Finance	Sr Clerk (Revenue Statistics)	1	
Capital Programs	Sr Construction Mgr	2	Project Management/Oversight
Procurement	Sr Contract Spec	2	
Capital Programs	Sr Construction Prog Mgr	1	Project Management/Oversight
Finance	Sr Data Analyst	1	
Capital Programs	Sr Dir Capital Proj Mgmt	1	Project Management/Oversight
Capital Programs	Sr Dir Prog Compl Reporting & Control	1	
Capital Programs	Sr Director of Capital Planning	1	Project Management/Oversight
Capital Programs	Sr Director, Capital Project Delivery	1	Project Management/Oversight
Finance	Sr Director, Project Finance	1	
Planning	Sr Director, Strategic Planning	1	
Human Resources	Sr EAP Counselor	1	
Human Resources	Sr Employee Dev & Trng Spec	1	
Capital Programs	Sr Engineer/Architect	2	
Capital Programs	Sr Equipment Engineering Proj Mgr	1	
Finance	Sr Executive Secretary	1	
Capital Programs	Sr Grant & Compliance Admin	1	
System Safety	Sr Instructor Safety Training & Development	1	
Planning	Sr Local Programs Financial Administrator	1	
System Safety	Sr Manager, Light Rail Safety	1	
Information & Digital Technology	Sr Ops Analyst	1	
Capital Programs	Sr Prog Mgr	2	Project Management/Oversight
Planning	Sr Secretary	1	
Information & Digital Technology	Sr Systs Analyst/Prog	1	
Human Resources	Sr Talent Acquisition Assistant	1	
Human Resources	Staff Nurse	1	
Procurement	Storeroom Spec	1	
Capital Programs	Supervising Engineer Traction Power - OCS Design	1	

<u>Department</u>	<u>Position Title</u>	<u>Total vacancies</u>	<u>Capital responsibility</u>
Finance	Supervisor, TVM Operations	1	
Communications & Customer Expe	Supv Cust Communications	1	
Communications & Customer Expe	Supv Customer Svc Trng & Suppt	1	
Finance	Supv Revenue Collection/Audit	1	
President & CEO	SVP & Chief Administrative Officer	1	
System Safety	SVP & Chief Safety Officer	1	
Capital Programs	SVP, Capital Programs	1	Project Management/Oversight
Information & Digital Technology	Systs Analyst/Prog Application Spec	1	
Human Resources	Talent Acquisition Partner	3	
Planning	Tech Spec	1	
To Be Determined	To Be Determined	24	
Planning	Transp GIS Analyst	1	
Procurement	Truck Chauffeur/Storekeeper	1	
Capital Programs	Vehicle Engineer (Bus)	1	
Planning	Warranty Admin	1	
<b>GRAND TOTAL</b>		<b>264.75</b>	

# PROJECT SHEET WALTER RAND TRANSPORTATION CENTER REDEVELOPMENT

## Description

The Walter Rand Transportation Center (WRTC) is located in Camden and is the city's main intermodal transportation facility. The WRTC is currently served by the River LINE light rail, the PATCO Speedline subway, and NJ TRANSIT and Greyhound buses.

This project would redesign and expand the existing intermodal facility into a multi-purpose transit center that improves transit links for residents in Camden and the surrounding South Jersey region. The new WRTC would provide accommodation of the 26 bus lines that serve the facility, consolidate curbside bus service inside the facility, improve intermodal connectivity with the PATCO Speedline and the River LINE light rail, and add additional parking, administrative offices, and value capture retail opportunities. The project will also provide an opportunity for the integration of electric buses.

Redevelopment of the WRTC kicked off in February 2022 and the project is currently in the design phase.

**DEBT DEFEASANCE FUNDING**

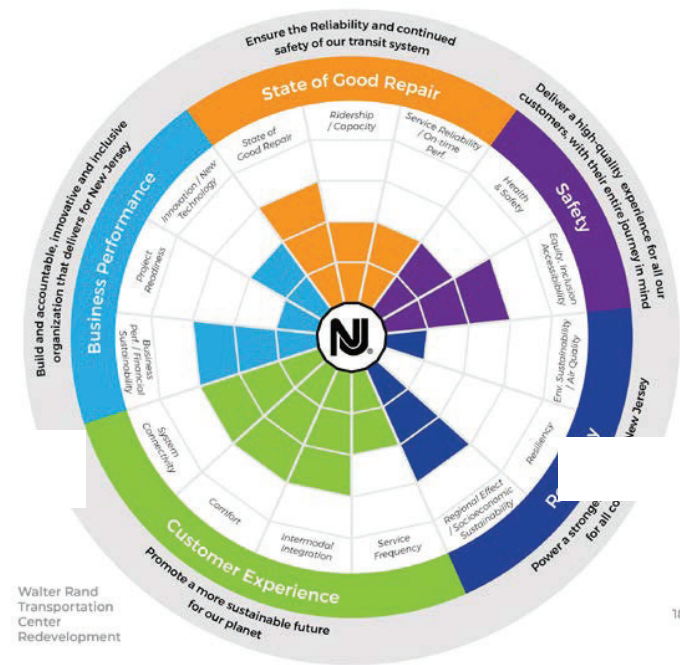
**\$250 Million**

## Value to Customers

- › Improves intermodal connections in Camden resulting from a rebuilt and expanded bus facility
- › Enhances experience for transit riders

## Value to State

- › Supports transit-oriented development in Camden with a rebuilt and expanded transit facility
- › Increases efficiency with a state-of-the-art facility
- › Provides connectivity to Camden's medical, educational, and industrial development areas.

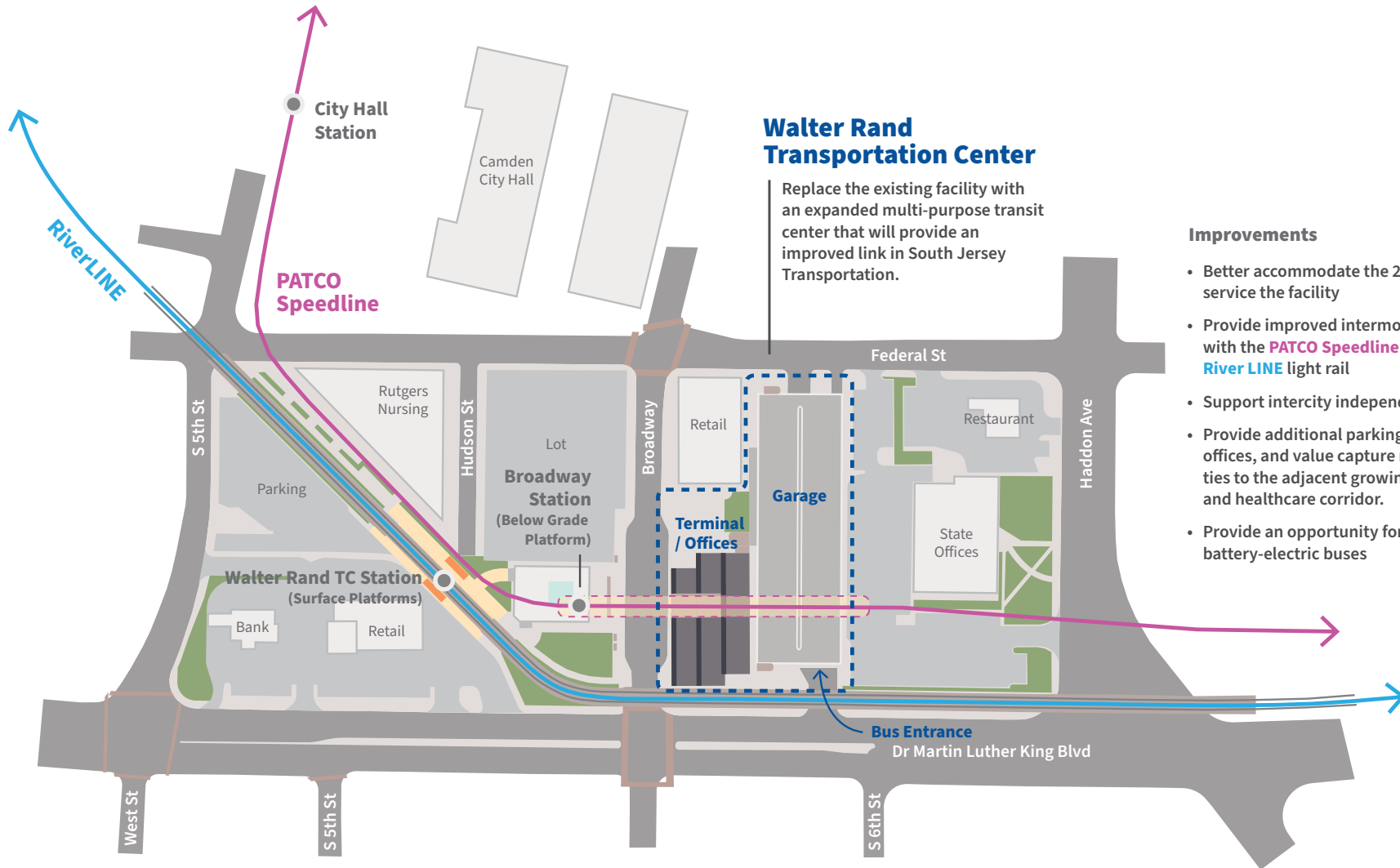


Walter Rand Transportation Center Redevelopment

**EXISTING:**  
Walter Rand Transportation Center



# PROJECT SHEET WALTER RAND TRANSPORTATION CENTER REDEVELOPMENT



## Improvements

- Better accommodate the 26 bus lines that service the facility
- Provide improved intermodal connectivity with the **PATCO Speedline** subway and the **River LINE** light rail
- Support intercity independent bus services
- Provide additional parking, administrative offices, and value capture retail opportunities to the adjacent growing educational and healthcare corridor.
- Provide an opportunity for integration with battery-electric buses

# PROJECT SHEET WALTER RAND TRANSPORTATION CENTER REDEVELOPMENT

DEBT  
DEFEASANCE  
FUNDING  
**\$250M**



### **Ridership/Capacity**

New terminal would serve as an anchor for transit-oriented development attracting additional ridership



### **Equity, Inclusion, and Accessibility**

A redeveloped bus terminal would accommodate the needs of more passengers throughout the terminal and enhance connectivity to local institutions and destinations

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Power a stronger and fairer New Jersey for all communities in the region*



### **Intermodal Integration**

The expanded terminal would better connect South Jersey rail and bus service, eliminating a missing link



### **State of Good Repair**

A completely rebuilt and state-of-the-art facility would replace an aged, undersized, and maintenance intensive facility

A new **expanded, multi-purpose transit center** would **improve connectivity** and **create better linkages** for South Jersey Transit.





**NJ TRANSIT Key Capital Initiatives Update**  
(as of month-end March 2023)

**WALTER RAND TRANSPORTATION CENTER IMPROVEMENT PROJECT**

NJT01229

*Under this project, the current facility is to be replaced and potentially expanded to upgraded the South Jersey Regional Transportation hub.*

*The design of the transit center seeks to identify the most viable redevelopment plan to serve the communities in the project area to include innovative approaches to providing public spaces, which are inviting, safe, maintainable, and are easy to secure, so the community residents, workers, and visitors will feel welcomed and enjoy a positive experience. The concept and design will seek to allow accommodations for future transit developments and explore the potential for new retail, office, housing, and hospitality opportunities to foster the rebuilding, utilizing Transit-Oriented Development (TOD) design standards.*

*Additionally, an Auxiliary facility is planned as a temporary bus operation facility built across Broadway Avenue from the WRTC which will ultimately transition into a permanent NJT facility (for service expansion, spare space and overflow) with a parking garage overbuild. The Auxiliary facility will be built to potentially include retail/office space and a 750-space parking garage and have a pedestrian bridge over Broadway connecting to the new WRTC facility.*

WRTC Preliminary Schedule									
CY	2023	2024	2025	2026	2027	2028	2029	2030	
ENGINEERING	[Green bar]								
REAL ESTATE	[Blue bar]								
TEMP. FACILITY CONSTRUCTION			[Orange bar]						
MAIN CONSTRUCTION						[Orange bar]			

**Overall Percent Complete: 2%**

Concept & PE - 8%      EO215 – 0%      Permits - 0%      Real Estate – 1%      Construction - 0%

**Accomplished This Past Month: (as of March 31, 2023)**

- PDR review completed.
- Reviewed concept plans with Bus Ops.
- Phase 2 Scope of Work and bid services CO/RFP completed – in OBD review.
- Completed RFQ for garage/temporary facility D-B – in OBD/OSC review

**Planned for Next Month:**

- Release CO/RFP for Phase 2 work to HNTB.
- Meet with Bus Operations Unit and finalize the concept.

**Next Major Milestone:**

- May 2023 - Release Temp Facility/garage RFQ
- July 2023 – Seek Board approval for Phase 2: Preliminary Engineering up to 30%
- July 2023 – RFP for Garage/Temp facility design.

WRTC Projected Costs (\$ millions)									
FY	2022	2023	2024	2025	2026	2027	2028	2029	2030
Design/Admin	5.00	5.00	10.00	12.00	8.00				
Real Estate			1.00	1.00	5.00	3.00			
Construction				15.00	30.00	25.00	65.00	65.00	
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>11.00</b>	<b>28.00</b>	<b>43.00</b>	<b>28.00</b>	<b>65.00</b>	<b>65.00</b>	<b>0.00</b>

**Total Defeasance Budget:      \$    250.00 M**  
**Overall Expenditure to Date:    \$      1.98 M**  
**TOTAL PROJECT BUDGET:        \$    950.00 M\***

\*10% design Estimate

# PROJECT SHEET NEWARK PENN STATION MODERNIZATION

## Description

Newark Penn Station serves as a critical link for NJ TRANSIT for commuter rail, bus, and light rail service. The station is the busiest on NJ TRANSIT's system that is owned by the agency and is an essential node for customers traveling between New York and points west, as well as for customers traveling within the State. The station, however, needs a holistic overhaul. Current infrastructure is not always accessible for all and platforms throughout the station need replacement. The station also needs lighting and display board upgrades and new paint throughout. These upgrades will modernize the station, restore the historic elements, and create new opportunities for connections from the station into the surrounding communities.

Following earlier phase work to improve Platform D conditions, additional platform work would be conducted at Platforms A, B and C if funding is approved. The roof replacement, which was initiated on a portion of the facility in 2014, would be completed. The station would receive an overall paint upgrade, HVAC improvements, and new LED lighting installations throughout. New Departure Vision boards that show passengers their waiting times would be incorporated and a new PA system would allow riders to better hear announcements. Remaining escalators and elevators, as well as stairwells throughout the entire station would be overhauled to better comply with universal design standards. Restrooms would be upgraded along with replacement of Terrazzo flooring throughout the station. Updates would also be made to the bus and light rail waiting areas. An open concourse renovation concept could also be implemented to further modernize the facility. These improvements would provide an enhanced experience for customers and allow the system to be brought up to a state of good repair so it can better serve riders for years to come.

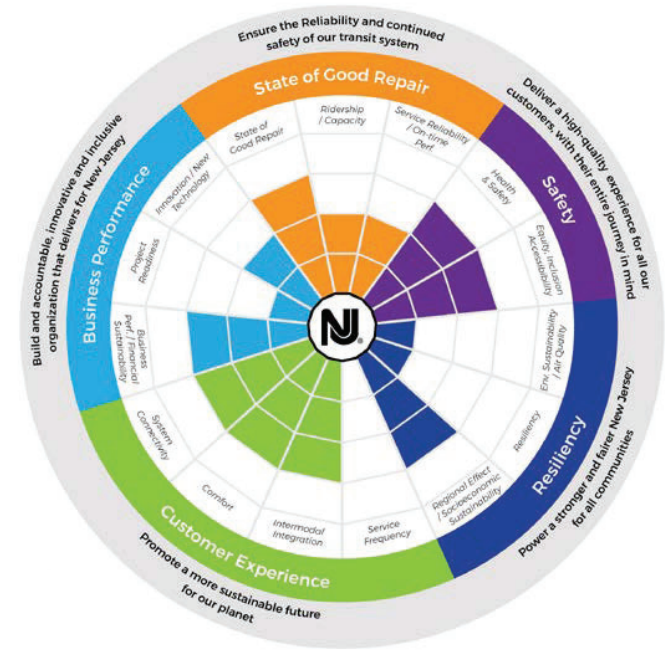
The bus lane areas at the station would also be upgraded on both the Raymond Boulevard and Market Street sides (to the north and south of the station, respectively). Existing enclosures would be replaced and streetscape improvements would be moved forward to allow for a safer pedestrian experience at the station. The light rail area at Newark Penn would be modified to allow for platform edge doors and point of entry fare collection. New signage would be hung and platforms would be rehabilitated. The police command center at Newark Penn Station would also be upgraded in order to bring it up to a state of good repair.

### EXISTING: Newark Penn Station



### DEBT DEFEASANCE FUNDING

**\$191 Million**



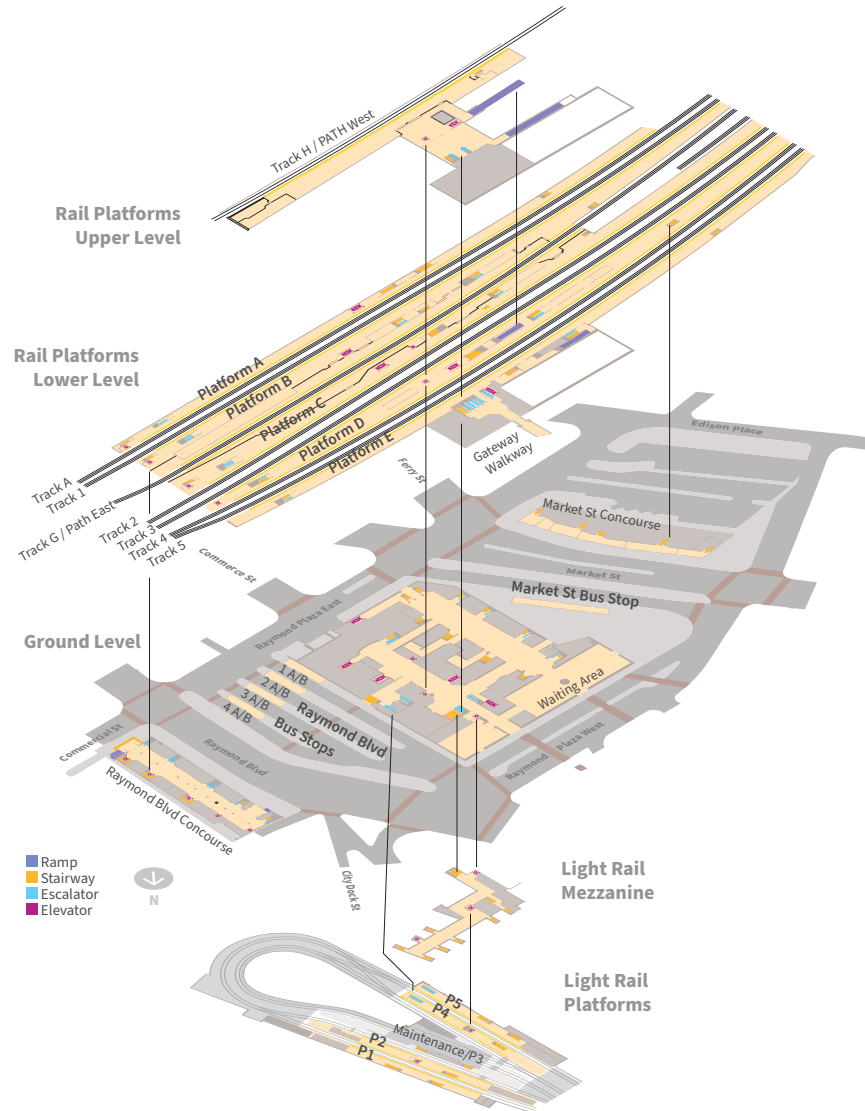
## Value to Customers

- › Rehabilitates passenger facilities to enhance travel experience
- › Improves signage and communications to relay station information and rail service status

## Value to State

- › Extends service life of historical transit hub
- › Provides more effective use of Capital funds in lieu of repetitive interim repairs
- › Increases return on investment from increased ridership

# PROJECT SHEET NEWARK PENN STATION MODERNIZATION



# PROJECT SHEET NEWARK PENN STATION MODERNIZATION

DEBT  
DEFEASANCE  
FUNDING  
**\$191M**



### **Equity, Inclusion & Accessibility**

Platforms throughout the station would be replaced to be accessible for all and elevators would be upgraded for customers who need to utilize them



### **Comfort**

A new PA system and Departure Vision boards would make it easier for customers to monitor their train's status

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### **Intermodal Integration**

Upgraded PA system, signage, Departure Vision boards, rail platforms, streetscape improvements, and bus lane areas would make it easier for customers to transfer between modes



### **Health/Safety**

Improved LED lighting, station platforms, escalators, and elevators would improve station safety

Improvements would provide an **enhanced experience for customers and would allow the system to be brought up to a state of good repair.**

## NJ TRANSIT Debt Defeasance Report (as of month-end March 31, 2023)

**Newark Penn Station (Newark, New Jersey)**

a)NJT01462, b) NJT01401, NJT01454,  
c)NJT01522, d)NJT01359, e)NJT01546, f)NJTTBD

*This project includes the long-term station “Reimagining” effort, including the development of a detailed Master Plan, an environmental and historical review process, and the development of 100% detailed design and construction documents for new comprehensive station improvements. This Project Includes the following: a) A Long Term revisioning efforts including Public Outreach, Master Planning and 100% design and construction of recommended station enhancements from the previous referenced efforts (NPS 2.0); b) Early action Construction Items for State of Good Repair- Building interior including bench restoration, air curtain installation, chiller and door replacements, elevator upgrades (2) and historical globe light restoration (NPS 1.1 & 1.2); c) Exterior site circulation efforts and landscaping improvements (NPS 1.3); d) Platform “D” improvements (NPS 1.4); e) Platform “A” Improvements (NPS 1.5 - Descoped); f) NJTPD relocation.*

1. *TOD: Not Applicable.*
2. *Retail Space: It will be an element that is considered in the Design Stage.*
3. *Parking: No NJ Transit owned adjacent parking available.*

### Newark Penn Station

	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032	
NPS 2.0 Modernizations	Engineering				Construction							
NPS 1.1 : Benches, Lighting, Painting, Tile Restoration, Bathrooms, Relocation of Dunkin, Air Curtains, and Globe Light	Construction											
NPS 1.2 : Lighting Upgrade, Signage, Drainage, HVAC, Elevator, and Door Replacement	Engineering											
NPS 1.3 Exterior Improv. and Historic Statue	Engr											
NPS 1.4 Platform D	Engr											
NPS 1.6 NJTPD Relocation					Engineering				Construction			

Note: Engineering Bar includes IFB Procurement as part of timeline.

### **Overall Percent Complete: 12%**

NPS 2.0- 7%; NPS 1.1- 91%; NPS 1.2- 47%; NPS 1.3- 4%; NPS 1.4-10%; NPS 1.6 – 0%

### **Accomplished This Month:**

#### **a) NPS 2.0**

Task 2: Survey data analysis and summaries remain in progress.

Task 3: Comments sent to PATH on ROE permit awaiting PATH resolution; Survey and Data Gathering on Amtrak platforms to continue into early April.

Task 4: Station Master Plan - Consultant revising Draft Master Plan to incorporate NJT comments.

Task 5: Concept Design 10% Design - Plan for NJT electric vehicle parking lot beneath station viaduct is on hold.

#### **b) NPS 1.1 & 1.2**

Bench Restoration: 76% Complete; Installation of New Air Curtains: 100% Complete; Historic Globe Light Fixture Restoration: 100% Complete; Chiller and Cooling Tower Replacements: NJT Procurement in process of onboarding contractor; Convert Freight Elevator #40 to Passenger/Freight Elevator: Bid Package was advertised; Historic Doors Replacement at Platforms: Door installation is 94% complete and expected to be finished in April; Drainage Improvements and Resurfacing at the Bus Lanes: 100% Complete.

#### **c) NPS 1.3**

Exterior improvements- Presentation made to City of Newark on Traffic Study findings, Traffic study package sent to City of Newark and NJT stakeholders for review; Exterior improvements - Historic statues being restored at consultant’s warehouse. Statues will be crated and transported to Ferry Street for storage and future installation pending SHPO approval.

#### **d) NPS 1.4 – Platform “D” Improvements: 60% Design in progress.**

#### **e) NPS 1.6 – NJT Police Department Relocation – Scope in development.**

**Next Major Milestone:**

NPS 2.0: September 2023- Planning and 10% Design complete; NPS 1.1- April 2023- Construction complete; NPS 1.2- December 2024- Construction complete; NPS 1.3- November 2023- 100% Design complete;

**Newark Penn Station**

	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032
Cash Flow (Millions)	\$ 8.10	\$ 9.40	\$546.8 (under executive review)								

**Total Budget:** \$564.3M (TTF: \$262.50M; DD: \$191.0M; Anticipated Federal Funding: \$110.8M)

**Overall Expenditure:** \$8.3M (As of March 31, 2023)

**Budget Breakdown:**

- a) NPS 2.0: \$497.56M (TTF: \$247.86M; DD \$156.4M; FRA \$92.3M).
- b) NPS 1.1: \$3.3M (TTF: \$2.4M; DD \$0.9M).  
NPS 1.2: \$9.0M (TTF: \$3.7M; DD \$5.3M).
- c) NPS 1.3: \$5.8M (TTF: \$3.1M; DD \$2.7M).
- d) NPS 1.4: \$38.44M (TTF: \$5.44M; DD \$14.5M; FRA \$18.5M)
- e) NPS 1.6: \$10.2M (DD \$10.2M).

**NJ TRANSIT Key Capital Initiatives Update**  
(as of month-end February 2023)

**LCOR Hoboken Connect (Hoboken, New Jersey)** NJT01567

*This project Scope of Work for the LCOR Hoboken Connect project consists of the overall redevelopment of the Warrington Plaza, the interior and exterior development of the Ferry Terminal Building, the construction and implementation of a new Bus Terminal, demolition of the Lift Building, and other change order work as NJ TRANSIT shall designate to improve the customer experience at the Hoboken Terminal.*

1. *TOD: Yes (private development with private funding).*
2. *Retail Space: Yes*
3. *Parking: No*

	CY	2023	2024	2025	2026	2027	2028
Demo of Lift Building		Construct					
Terminal Roof		Design	Construction				
Bus Terminal		Design	Construction				
Env. Clearance		EO 215 / SHPO	Env. Cleanup				
Warrington Plaza		Design	Construction				
Terminal Bldg. Improvements		Design	Construction				

**Overall Percent Complete: 0%**

Design – 2%    EO215/SHPO – 5%    Permits – 0%    Construction – 0%

SHPO - LCOR submission in review by NJT.; Lift Building Demo Agreement with PATH for review.;

**Accomplished This Month:**

- Bus Operations concept plan complete. LCOR to enter construction document phase next month.
- Development Management Agreement (DMA) - first draft completed by NJT. With LCOR for review.
- Documentation to hire STV, Inc. project management support services sent to NJ TRANSIT procurement on February 23, 2023.
- Colliers | Topography Survey at the Ferry Terminal Building/Warrington Plaza complete. Awaiting final results.
- Partners Engineering | Asbestos/Lead Survey at the Ferry Terminal Building/Warrington Plaza complete. Awaiting final results.

**Next Major Milestone:**

- Construction Notice to Proceed for Lift Building Demolition.
- Continue to coordinate "white paper" reviews with LCOR and NJ TRANSIT staff.
- Continue review of various documents (SHPO review, lift building demo plan) sent by LCOR to NJ TRANSIT.
- Progress with environmental clearance document preparation.
- Progress with bus operations construction document preparation.
- Progress with development of DMA with LCOR.
- Progress various design elements.

**Anticipated Budget Drawdown:**

	CY	2023	2024	2025	2026	2027	2028
Millions		\$ 1.80	\$ 5.40				
		\$ 5.70	\$ 5.70	\$ 27.40	\$ 63.90	\$ 33.05	\$ 33.05

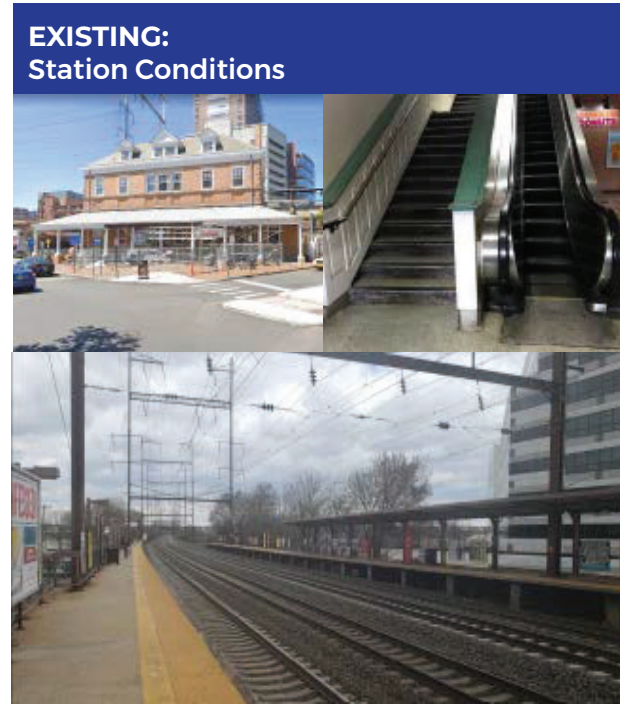
**Total Defeasance Budget:**                    \$176.00M  
**Overall Expenditure to Date :**                \$0.010M

# PROJECT SHEET NEW BRUNSWICK STATION IMPROVEMENTS

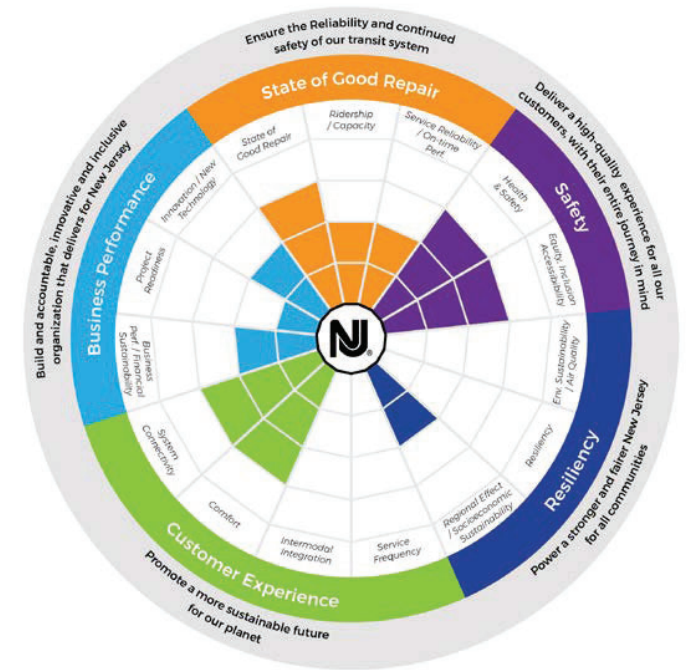
## Description

The New Brunswick Station is a station located in New Brunswick, and serves both NJ TRANSIT and Amtrak's Northeast Corridor (NEC). This heavily used station, which supports approximately 4,457 passenger boardings per weekday, must support a 12-car trainset. However, the current platforms are too short to accommodate such a long train length. As a result, not all cars can fit on the station platform, and this makes it more challenging and time consuming for passengers to board and deboard the train. The station is in need of rehabilitation.

This project would extend the existing platforms to allow the entire 12-car trainset to fit at the station, which would ultimately decrease dwell times, facilitate passenger boardings, and increase service speed. Additionally, the existing platforms would be replaced and upgrades will be made to the existing station, including rehabilitating or replacing the elevators and escalators, installing new lighting and windows at the station, upgrading the HVAC system, and renovating the waiting room. The upgrades will provide a better experience for NJ TRANSIT customers and help mitigate future maintenance needs.



**EXISTING:  
Station Conditions**



## Value to Customers

- › Facilitates passenger boarding and deboarding
- › Increases on-time performance
- › Provides enhanced amenities

## Value to State

- › Decreases dwell times
- › Increases on-time performance

**DEBT DEFEASANCE  
FUNDING**

**\$45 Million**



# PROJECT SHEET NEW BRUNSWICK STATION IMPROVEMENTS

**DEBT DEFEASANCE  
FUNDING**  
**\$45M**



### **Equity, Inclusion & Accessibility**

Repairs and upgrades to platforms, elevators, and escalators would improve accessibility for all customers



### **Comfort**

Upgrading station amenities and easing boardings and deboardings would improve customer comfort

## **STRATEGIC GOALS MET**



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### **State of Good Repair**

Station rehabilitation would extend service life and decrease maintenance



### **Health/Safety**

Extending platforms to ease boarding and deboarding of trains would improve customer safety at the station

Station improvements would **enhance state of good repair, on-time performance, accessibility, and comfort.**

NJ TRANSIT Key Capital Initiatives  
Update (as of month-end March 2023)

**New Brunswick Station Improvements (New Brunswick, New Jersey)**

TBD

*This project Scope of Work for the New Brunswick Station Improvement project consists of the overall redevelopment of the Station Plaza, improvements to the vertical transportation, interior and exterior of the station building and other amenities for a better customer experience.*

1. *TOD: No. Utilizing NJ Debt Defeasance and Prevention Fund only.*
2. *Retail Space: Yes*
3. *Parking: No*

	2023	2024	2025	2026	2027	2028
Agreement with MCIA	Agreement					
Consultant Selection		Procurement				
Concept Development			Concept			
Env. Clearance			EO 215 / SHPO			
Preliminary and Final Design			Design			
Construction					Construction	

**Overall Percent Complete: 0%**

**Accomplished This Month:**

- Draft RFP document for design services and construction assistance (Phase I - 4) has been developed. RFP received on February 3, 2023 and currently under review by NJ Transit.

**Next Major Milestone:**

- Advertise the RFP

**Anticipated Budget drawdown:**

CY	2023	2024	2025	2026	2027	2028	2029
Millions	\$ 0.01	\$ 2.00	\$ 2.00	\$ 2.00			
					\$ 10.00	\$ 17.99	\$ 15.00

**Total Defeasance Budget:** \$45M  
**Overall Expenditure :** \$0.01M

# PROJECT SHEET BLOOMFIELD STATION IMPROVEMENTS

## Description

Bloomfield Station is located along NJ TRANSIT's Montclair-Boonton Line. The station building and integrated concrete canopies are considered eligible for listing on the National Register of Historic Places. Ridership at this station is among the highest on the Montclair-Boonton Line with 1,640 average weekday boardings. Bloomfield Station is a non-accessible station with low-level platforms that can accommodate seven-car trains in each direction; the station has no ramps or elevators. In an ongoing effort to improve passenger safety and accessibility across its rail system and further respond to the requirements of the Americans with Disabilities Act (ADA), NJ TRANSIT will upgrade Brick Church Station to be more accessible for all.

Bloomfield Station is located on Lackawanna Place in the Township of Bloomfield and is surrounded by high-density, mixed-use development including single and multi-family residential and commercial land uses, and is within a half mile of Bloomfield College. Bloomfield is a designated Transit Village and is home to existing and burgeoning high-density, mixed-use development, including single- and multi-family commercial and residential uses.

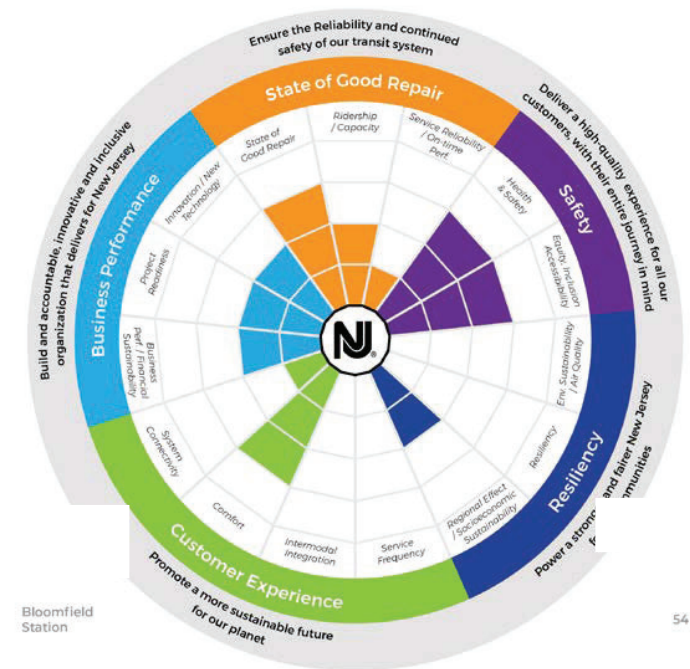
This project is part of the initial phase of the Regional Rail Station Modernization & Access Program and would upgrade the Bloomfield Station to make it fully accessible. The project would construct two high-level platforms, reconstruct and reconfigure existing historic canopies, restore the historic waiting rooms, and install ramps and elevators. Additional state of good repair upgrades, including repairs to benches, exterior walls, basement doors, roof materials, and lighting would also be included.

## Value to Customers

- › Increases access for passengers with the addition of high-level platforms, ramps, and elevators
- › Enhances comfort for customers with improved platforms and waiting rooms

## Value to State

- › Improves station accessibility
- › Extends service life of facilities while improving state of good repair systemwide



Bloomfield Station

**DEBT DEFEASANCE FUNDING**

**\$48 Million**

# PROJECT SHEET BLOOMFIELD STATION IMPROVEMENTS

DEBT  
DEFEASANCE  
FUNDING  
**\$48M**



### Health/Safety

Infrastructure upgrades would provide safer access to stations for customers



### State of Good Repair

Expanding accessibility would be paired with upgrades to improve overall station state of good repair

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### Equity, Inclusion & Accessibility

Upgraded rail stations would improve accessibility for all customers



### Regional Effect/Socioeconomic Sustainability

Infrastructure at 30 stations across the NJ TRANSIT rail network would be upgraded to improve accessibility to the rail network

Modernization and access improvements would **enhance safety, access, customer experience, and operations.**



**Bloomfield Station Improvements (Bloomfield, New Jersey)**

[NJT01504]

The project Scope of Work (SOW) at this station, which is on the National Register of Historic Places, includes new high-level platforms to make the station ADA accessible, a new ADA-compliant vertical transportation system, improvements to the two station houses on the inbound and outbound tracks, renovation of the existing tunnel between the two station houses under the tracks, canopy rehabilitation and other site and station work required as determined during the design process.

1. *TOD: Connection to adjacent TOD's will be addressed using pedestrian access enhancements where feasible.*
2. *Retail Space: Limited space within this historical site. Retail space will be considered in consultation with SHPO if feasible.*
3. *Parking: No NJ Transit owned adjacent parking available.*

**Bloomfield**

	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032
		Engineering				Construction					

Note: Engineering Bar includes IFB Procurement as part of timeline.

**Overall Percent Complete: 6%**

Planning- 30%; Real Estate- 20%; Design- 16%; L&P- 0%; Procurement- 0%; Construction- 0%; Closeout- 0%

**Accomplished This Month:**

RFP for Environmental Services is under NJ TRANSIT Environmental Team review;

RFP for Design Services -Oral presentations were given by technical proposers to the Technical Evaluation Committee (TEC).

**Next Major Milestone:**

August 2023 – NTP for Design and Construction Support Services.

**Bloomfield**

	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032
Cash Flow (Millions)	\$ 0.09	\$ 1.48	\$ 1.91	\$ 0.96	\$ 0.96	\$ 7.20	\$ 14.10	\$ 14.10	\$ 7.20	\$ -	\$ -

**Total Budget: \$48.2M (TTF: \$0.2M, DD:48.0M)**

**Overall Expenditure: \$0.08M (As of March 31, 2023)**

# PROJECT SHEET NORTHERN MOW FACILITY

## Description

The Wood-Ridge Maintenance-of-Way (MOW) Facility in Wood Ridge, NJ is located along the Bergen County Line just north of NJ TRANSIT's Westmont Station. This facility is used to house the equipment and personnel responsible for maintaining the railroad, which includes the tracks and signal systems. However, the existing facility will soon be unable to support the equipment and staff necessary to keep up with growing maintenance needs. This is a critical issue because maintaining the railway is paramount in providing reliable service to customers.

This project would construct a new MOW facility in Clifton, NJ along NJ TRANSIT's Main Line. The new site would be large enough to support additional MOW equipment, as well as provide adequate administrative space for the growing staff. Additionally, more space would be provided for parking and storing MOW equipment. Replacing the existing obsolete MOW facility with a larger, more modern MOW facility would allow NJ TRANSIT to better address the maintenance needs of the railway and provide a more consistent and reliable service to customers.

**EXISTING:**  
Wood-Ridge MOW Facility

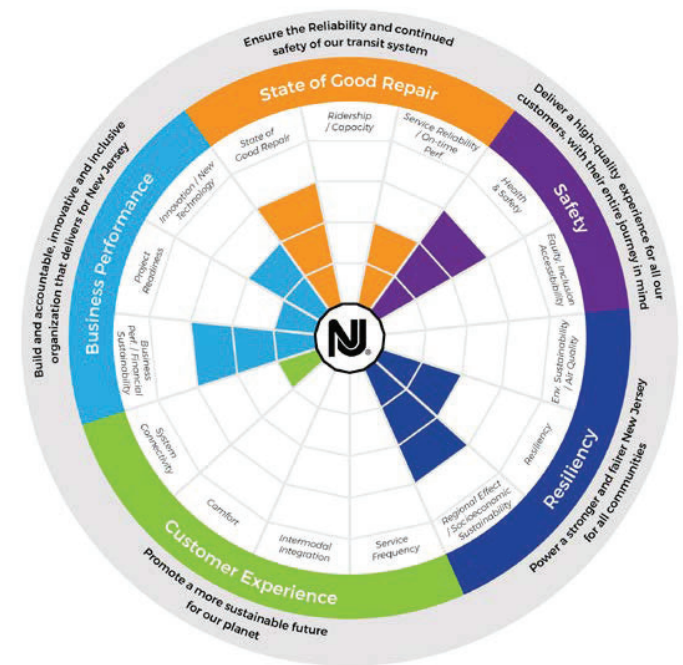


**PROPOSED:**  
New Facility Location



**DEBT DEFEASANCE  
FUNDING**

**\$165 Million**



### Value to Customers

- › Increases on-timer performance and service reliability
- › Reduces service outages

### Value to State

- › Minimizes revenue loss from service disruptions

## PROJECT SHEET NORTHERN MOW FACILITY

DEBT  
DEFEASANCE  
FUNDING

**\$165M**



### **Regional Effect/Socioeconomic Sustainability**

The new facility would improve equipment storage and space for administrative operations along the Main Line



### **State of Good Repair**

Upgrading to a larger facility equipped with additional storage space would improve state of good repair

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### **Health/Safety**

Constructing a new facility would improve employee safety and provide more protections against extreme weather events



### **Business Performance/Financial Sustainability**

Less frequent service disruptions due to improved maintenance would reduce operations and maintenance costs

A new larger facility would allow NJ TRANSIT to **better address the maintenance needs** of the railway and **provide more reliable service to customers.**

**NJ TRANSIT Key Capital Initiatives  
Update** (as of month end March, 2023)

**Rail Northern Maintenance of Way Facility** (Clifton, New Jersey)

NJT01242

*This project includes the design and construction of a new Rail Maintenance of Way Facility in Clifton, NJ to replace the existing facility in Wood-Ridge, NJ, which is outdated and subject to severe flooding during particularly severe or extended rain events. The project includes the 100% design of a facility and rail yard, property acquisitions, tie-in of the yard tracks to the NJ Transit mainline, relocation planning and logistics,*

1. *TOD: Not Applicable.*
2. *Retail Space: Not Applicable*
3. *Parking: NJ Transit employee parking only*

	2022	2023	2024	2025	2026	2027
Task 2.5						
30% Design Submittal and Cost Estimate		Engineering				
Property Acquisitions	Prop. Acquisition					
Task. 2.6						
Perform Detailed Geotechnical Analysis		Engineering				
Task 2.8						
Right of Way Engineering		Engineering				
Task 2.9						
Utility Engineering		Engineering				
Task 2.10						
Environmental Permitting		Engineering				
Phase 3						
Task 3.1						
60%, 90%, 100% Design		Engineering				
Construction					Construction	

**Overall Percent Complete: 25%**



**Accomplished This Month:**

- Completed "page turn" review of the 30% design package before submittal.
- STV is developing a plan to reduce the amount of fill required thereby eliminating the need for the fill from the Longslip Project.
- Meetings were held with the electrical department in order to determine the incoming voltage to the facility. Medium voltage would require significant additional space as well as cost and it was determined unnecessary for this facility. Low voltage (480 VAC) shall be used.
- Outside counsel has been requested to support the acquisition of the 82 Circle Avenue property. Assignment of counsel is expected within the end of March.
- A meeting was held with representatives of the Rail Department to review the design of the facility. Some questions were raised during the meeting, and they are currently under review.
- STV has been directed to progress the 30% design of the third building in order to be coincident with completion of the 30% design of the balance of the facility.
- 30% Design for the two main buildings submitted March 30, 2023
- The Geo-technical Report was submitted March 30, 2023 along with the 30% Design Package.
- Utility Engineering: A drawing showing the existing and proposed utility relocation was submitted with the 30% design on March 30th.
- 
- 

**Next Major Milestone:**

- Reviewed survey data. Revised and developed yard and site layouts based on elevation change between mainline tie-in and buildings to be constructed.
- Complete acquisition of 82 Circle Avenue property
- 30% Design Construction Schedule

**Budget Breakdown:**

	CY-2022	CY-2023	CY-2024	CY-2025	CY-2026	CY-2027
Millions	\$ 1.4	\$ 3.0				
			\$ 3.0	\$ 35	\$ 45	\$ 45

**Total Defeasance Budget: \$165M**

**Overall Expenditure: \$1.357M**

# PROJECT SHEET BRICK CHURCH STATION IMPROVEMENTS

## Description

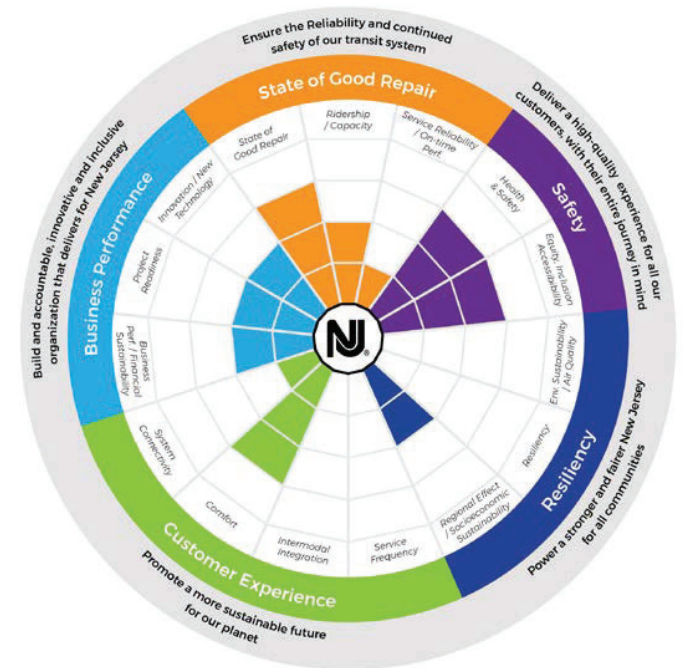
Brick Church Station is located along NJ TRANSIT's Morris and Essex Line. The station building was built in the early 1920s and is listed in the National Register of Historic Places. Ridership at the station is in the midrange, with 1,773 weekday passenger boardings and is expected to grow by 8.5% between 2010 and 2025. Brick Church Station is a full-service station with 53 weekday trains, eastbound, including 14 morning peak trains (7 to NYC, 7 to Hoboken). The station is non-accessible with an island-side platform configuration and low-level platforms. Both platforms can accommodate nine-car trains. To improve passenger safety and accessibility across its rail system and further respond to the requirements of the Americans with Disabilities Act (ADA), NJ TRANSIT will upgrade Brick Church Station to be more accessible for all.

The City of East Orange is designated as a Transit Village by the NJ Department of Transportation, and the area has seen several new transit-oriented development projects and heavy local investment. To meet anticipated future needs, the station house building and platforms will require restoration, full ADA compliant accessibility enhancements, and other improvements for comfort and convenience.

This project is part of the initial phase of the Regional Rail Station Modernization & Access Program and would upgrade the Brick Church Station to make it fully accessible. The project would construct a new high-level platform to replace the existing low-level platform and add new vertical circulation ramps and elevators. The station's existing canopy would be rehabilitated and/or replaced according to match the station's historic aesthetics. Additional improvements to the station will include communications and upgrades to pedestrian underpasses.

**DEBT DEFEASANCE FUNDING**

**\$33 Million**



## Value to Customers

- › Increases access for passengers with the addition of high-level platforms, ramps, and elevators
- › Enhances comfort for customers with improved platforms and waiting rooms
- › Improves signage and communications to relay station information and rail service status

## Value to State

- › Improves station accessibility
- › Extends service life of facilities while improving state of good repair systemwide

# PROJECT SHEET BRICK CHURCH STATION IMPROVEMENTS

**DEBT  
DEFEASANCE  
FUNDING**  
**\$33M**



### **Health/Safety**

Infrastructure upgrades would provide safer access to stations for customers



### **State of Good Repair**

Expanding accessibility would be paired with upgrades to improve overall station state of good repair

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### **Equity, Inclusion & Accessibility**

Upgraded rail stations would improve accessibility for all customers



### **Regional Effect/Socioeconomic Sustainability**

Infrastructure at 30 stations across the NJ TRANSIT rail network would be upgraded to improve accessibility to the rail network

Modernization and access improvements would **enhance safety, access, customer experience, and operations.**

**Brick Church Station Improvements (East Orange, New Jersey)**

[NJT01456]

*This project includes three (3) Phases:*

*Phase I includes:*

- *Phase IA - Leak Investigation and Mitigation Report - TOC Consultant (Completed)*
- *Phase IB – Temporary Leak Remediation Work Inside the Station building & Miscellaneous Exterior (Work performed by Force Account - Rail Ops)*
- *Phase IC –Viaduct Repairs (TOC Design Vendor & IFB Construction Contractor) that include complete repairs/remediation for the Track Bed Leak, Replacement of water proofing, Viaduct repairs, Complete Restoration of the Station Building Exterior that include leak remediation/repairs from the Phase # 1A Leak Mitigation Report and Architectural window restoration/repair of deteriorated windows and window frame assembly.*

*Phase II – Building Interior Improvement Construction Package (Various Improvements)  
(Design by NJ TRANSIT Design Service Unit & IFB Construction Contractor)*

***Phase III (scope of work under this phase has been partially completed by NJ TRANSIT Rail Ops, the remaining items moved under Phase IV) – Ticket Office Interiors, Boiler Room upgrades and all other long-term SOW Items***

*Phase IV – ADA Compliance (RFP Design/Engineering Vendor/Consultant & IFB Construction Contractor)  
ADA enhancement components that include high level platforms & raised platform canopies, installation of two (2) elevators, Generator, and other building related elements for repairs, including remaining Phase III items.*

1. *TOD: Connection to adjacent TOD's will be addressed using pedestrian access enhancements where feasible.*
2. *Retail Space: Limited space within this historical site. Retail space will be considered in consultation with SHPO approved design details.*
3. *Parking: Existing NJ Transit parking has space constraints and no room for expansion at this time.*

**BrickChurch**

PHASE # 1 - Leak Investigation & Remediation and Viaduct & Track Bed Rep	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032
PHASE-1B Temporary Leak Remediation		Constr									
PHASE-1C Viaduct & Track Bed Repair		Engineering		Construction							
PHASE # 2 - Building Interior Improvement		Engineering		Constr							
PHASE # 3 - Long-Term SOW Items											
PHASE # 4 - ADA Compliance		Engineering				Construction					

Note: Engineering Bar includes IFB Procurement as part of timeline.

Note: Construction Bar includes Construction Procurement as part of timeline.

**Overall Percent Complete: 16%**

Phase IA- 100%; Phase IB-86%; Phase IC-15%; Phase II- 28%; Phase IV- 2%

**Accomplished This Month:**

- Phase IC: NTP to H&H in progress.
- Phase II: DCA permit was received; IFB package in progress.
- Phase IV: RFP for design consultant in progress.

**Next Major Milestones:**

- April 2023 – Phase IC (TOC) Design NTP.
- May 2023 – Phase IB 100% Construction Complete.
- May 2023 – Phase II – IFB Package to Procurement
- May 2023 – Phase IV – Advertise Design RFP

Brick Church

	CY2022	CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030	CY2031	CY2032
CashFlow (Millions)	\$ 0.91	\$ 1.79	\$ 4.06	\$ 7.38	\$ 8.48	\$ 2.40	\$ 1.36	\$ 11.26	\$ 11.26	\$ 11.10	\$ -

**Total Budget:** \$52M (TTF: \$3.7M; DD: \$33.0M; Anticipated Federal Funding: \$15.3M)

**Overall Expenditure:** \$1.090M (As of March 31, 2023)

**Budget Breakdown:**

Phase I: \$13.7M

Phase II: \$2.8M

Phase IV: \$35.5M

# PROJECT SHEET ROSELLE PARK STATION IMPROVEMENTS

## Description

The Roselle Park Station is an elevated platform station located in Roselle Park that serves NJ TRANSIT's Raritan Valley Line. The station, built circa 1967, is obsolete, structurally deficient, and in need of both structural and "customer facing" work. Necessary work includes full platform replacement, repairs to access stairs, as well as cleaning and painting work. Although the station features an elevated platform, the station is a major opportunity to improve the system's accessibility as stairs must be used to access the platform from the station building and parking lot.

This project would address the noted structural and cosmetic deficiencies to rehabilitate the station and bring it to a state of good repair, extending its overall service life. In addition, an elevator will be installed to improve overall accessibility to the platform. Enhanced signage and communications will be incorporated to provide customers with station information and rail service status.

**EXISTING:**  
Station Condition



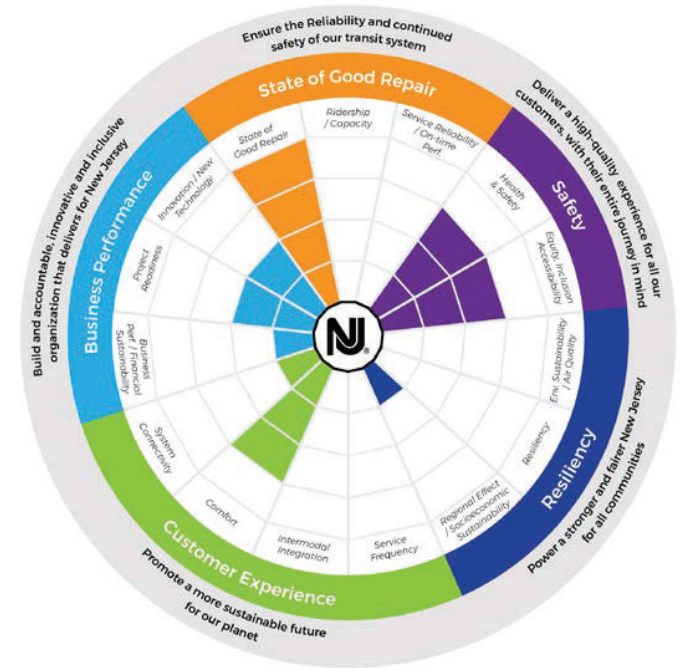
**PROPOSED:**  
Platform Elevator



**DEBT DEFEASANCE  
FUNDING**

**\$27 Million**

*\*Estimates are based upon concept for design*



## Value to Customers

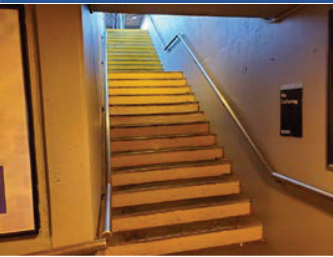
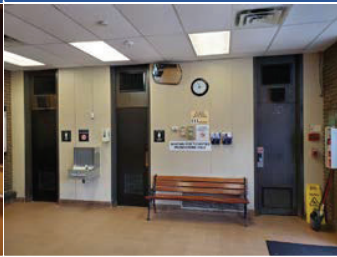
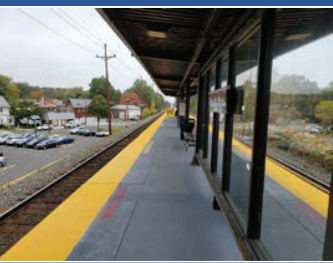
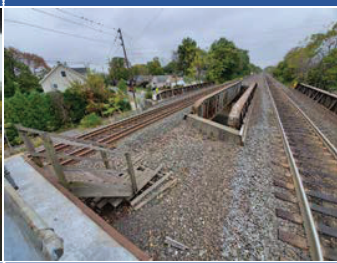
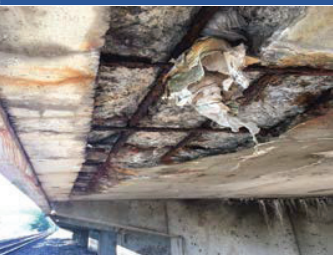

- › Increases accessibility for passengers

## Value to State

- › Complies with regulations

# PROJECT SHEET ROSELLE PARK STATION IMPROVEMENTS



<p>① Deteriorated Stairs/ADA Issue</p>	<p>② Obsolete Station Building</p>
	
<p>③ Temporary Platform Repairs (Typical)</p>	<p>④ Deteriorated Maintenance Stairs</p>
	
<p>⑤ Deteriorated Platform Concrete (Typical)</p>	<p>⑥ Deteriorated Platform Substructure (Typical)</p>
	

## Existing Issues

- |  |  |
|--|--|
| <p>① Existing stairs to access platform are deteriorated. They are also the only means of accessing the platform and are not ADA accessible.</p> | <p>④ Deteriorated maintenance stairs are severely deteriorated and need to be replaced.</p>                              |
| <p>② Station building is outdated and in need of both functional and cosmetic repairs.</p>   | <p>⑤ Concrete underside of station platform is severely spalled with exposed rebar, which warrants full replacement.</p> |
| <p>③ Temporary platform repairs from previous work should be replaced with new platforms</p>   | <p>⑥ Concrete platform substructure is severely spalled with exposed rebar, which warrants repair or replacement.</p>    |

# PROJECT SHEET ROSELLE PARK STATION IMPROVEMENTS

**DEBT  
DEFEASANCE  
FUNDING**  
**\*\$27M**



### **Comfort**

A renovated station building and enhanced signage and communications systems would improve customer comfort



### **Health/Safety**

Platform reconstruction, repairs, elevator installation, and improved lighting would enhance customer safety

## STRATEGIC GOALS MET



*Deliver a high-quality experience for all our customers, with their entire journey in mind*



*Ensure the reliability and continued safety of our transit system*



### **State of Good Repair**

Platform reconstruction, repairs, and customer facing upgrades would extend the station's service life



### **Equity, Inclusion & Accessibility**

Elevator installation, platform reconstruction, and repairs would improve accessibility for all customers

The project would **bring Roselle Park Station to a state of good repair and improve access, comfort, and safety.**



**NJ TRANSIT Key Capital Initiatives Update**  
(as of March 31, 2022)

**Roselle Park ADA Improvements (Roselle Park, New Jersey)**

[NJT01383]

*The project Scope of Work (SOW) at this station includes ADA compliant upgrades to the station including reconstruction of the high-level center island platform with repairs to the existing foundation as needed, the construction of a new tunnel and installation of an elevator from the street level to the platform. Other improvements new canopy structures, modest expansion and architectural improvements to the station building including a new architectural roof as well as parking lot improvements.*

**Roselle Park**

	CY-2022	CY-2023	CY-2024	CY-2025	CY-2026	CY-2027
	Engineering					
			Construction			

**Overall Percent Complete: 11%**

Design - 60%; NEPA – 100%; Conrail Design Agreement – 100%; Procurement - 0%; Conrail Construction Agreement – 0%; Construction - 0%; Closeout - 0% completed.

**Accomplished This Month:**

- Continued progression towards 90% engineering design.
- Continued coordination on draft Conrail construction agreement.

**Next Major Milestone:**

July 2023 – Design 100% Complete

**Roselle Park**

	CY-2022	CY-2023	CY-2024	CY-2025	CY-2026	CY-2027
Million's	\$ 0.54	\$ 0.36				
			\$ 2.50	\$ 13.50	\$ 10.10	

**Total Defeasance Budget:** \$27M.

**Overall Expenditure:** \$0M

CATEGORY

- Any -

POLICY #

TITLE

Apply

**3.40**

**Policy Number**

3.40

**Supercedes**

**Source**

Human Resources

**Effective Date**

Wed, 05/04/2022 - 12:00

**Manual**

Human Resources

**Key Subject**

Hybrid Telework

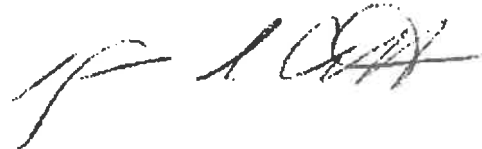
**Title**

Pilot Hybrid Telework Policy

**Applies to**

Eligible employees

**Signed by**



**I. PURPOSE**

For one year, NJ TRANSIT will pilot a hybrid telework model for eligible employees who are able to perform the essential functions of their positions at alternative worksites. At the conclusion of one year, the President and Chief Executive Officer will evaluate the level of collaboration, productivity, and customer support in the workplace to determine whether the policy will continue. This pilot hybrid telework



policy will commence on May 4th, 2022 and will be reviewed again prior to July 1, 2023 before a decision is made to extend the policy. The guidelines for this policy are detailed below.

Management may require that full time employees be employed a minimum of thirty (30) days prior to requesting hybrid telework arrangements. Employees who have received a performance improvement plan (PIP) or have received a written warning or suspension within the past six (6) months are not eligible to participate. All full-time employees must work forty (40) or eighty (80) hours each pay period, as appropriate.

Employees requesting a hybrid telework arrangement must complete a form that must be approved by their supervisor and Department Head (see Exhibit A). The supervisor will give Human Resources a copy of the completed form. All employees who are approved may be required to record their time telework at the beginning and end of their work day.

This is a discretionary program, and as such can be discontinued at any time for any reason. NJ TRANSIT reserves the right to suspend, cancel or amend these guidelines at any time. It also reserves the right to cancel or suspend use of such a schedule by any employee who experiences performance issues.

Employees not complying with this policy and its intent are subject to disciplinary action up to and including termination.

## II. DEFINITIONS

**Alternate Worksite**– A location in an employee’s home designated by the employee as the location they will use to perform their official duties, or another location approved by NJ TRANSIT.

**Official Reporting Location** – The location to which an employee reports when the employee is not working at an alternative worksite or in the field.

**Hybrid Telework** – An approved arrangement in which an employee works three (3) to four (4) days at the official reporting location and two (2) to one (1) days respectively at an alternate worksite. The portion of the work week spent at an alternate worksite depends on the requirements of the job. If the employee takes sick, vacation or floating holiday within a work week, the employee would be paid using the appropriate Paid Time Off (PTO) and that day would be applied to an

alternate worksite day limit. For example, the employee would be eligible to use a maximum of one day at an alternate worksite at the manager's discretion if the employee takes one sick day within that same workweek.

## 1. HYBRID TELEWORK

- a. NJ TRANSIT considers hybrid telework a viable work arrangement in cases where an individual, job and supervisor characteristics allow for employees who are able to perform the essential functions of their positions at alternative worksites. The hybrid telework discretionary policy allows an employee to work at an alternate worksite for one (1) to two (2) days a week.
- b. Hybrid telework is not an entitlement, and it in no way changes the terms and conditions of employment at NJ TRANSIT.
- c. Senior Vice President will determine whether agreement employees can participate in hybrid telework arrangements or whether an agreement employee is eligible for hybrid telework based on the essential functions of the job.
- d. The supervisor has the right, based on operational needs, to require employees to report to the workplace during regular work hours on days the employee is approved to work at an alternate worksite.
- e. Hybrid telework employees must obtain written approval from their supervisor in consultation with IT, to work in a different time zone from New Jersey, country or any other location that would prevent the employee from reporting to work at their scheduled work time when requested with reasonable notice.
- f. Before entering any hybrid telework arrangement, the employee and supervisor will evaluate the suitability of such an arrangement, paying particular attention to the following areas: employee suitability; job responsibilities; equipment needs; technology; self-management; ability to measure productivity; method of communication; workspace design consideration; and scheduling issues.
- g. Within 45 days of the commencement of the hybrid telework arrangement, the supervisor and employee must meet in person to

discuss performance expectations, goals and any modification of performance expectations necessary to reflect the requirements of the hybrid telework arrangement. If the employee is not meeting the agreed-upon expectations, the Supervisor has the right to discontinue the program for the employee at any time. The supervisor must continue to do regular performance evaluations pursuant to Policy 3.13 Performance Management.

- h. Hybrid teleworkers must use company-provided computer equipment to perform their jobs from an alternative worksite and must abide by NJ TRANSIT Policy 8.03 , Information Security. Equipment supplied by NJ TRANSIT is to be used for business purposes only. The hybrid teleworkers must sign and inventory all of NJ TRANSIT's property and agrees to take appropriate action to protect the items from damage or theft.
- i. NJ TRANSIT reserves the right to make determinations as to appropriate equipment issued which may be subject to change at any time. Upon termination of employment, all NJ TRANSIT property must be returned. NJ TRANSIT accepts no responsibility for damage or repair for employee-owned equipment. An employee commencing a hybrid telework arrangement must have a dedicated work area where they will work.
- j. In the event of an NJ TRANSIT equipment failure or service interruption, the employee must notify the NJ TRANSIT IT department regarding repair or alternative arrangement.
- k. The employee could be liable for any injury or injuries sustained by visitors at an alternate worksite.
- l. The supervisor will approve the number of days telework is allowed each week, the day(s) of the week the employee will be allowed to work at the alternative worksite, and the work schedule the employee will customarily maintain. Under a hybrid telework arrangement, the maximum days an employee can work at an alternate worksite is two (2) days within a work week. The employee must be accessible by phone or WiFi/modem during the totality of their agreed upon work hours.

- m. Consistent with Policy 3.15 Overtime Compensation, non-exempt employees will work at alternate worksites during their regular work hours unless they have received written approval from their supervisor to work overtime.
- n. Employees working at an alternative worksite must obtain written approval from their supervisor to work outside their regular work hours.
- o. Hybrid telework means that the employee is working. Employees must arrange personal matters so as not to disrupt the work schedule or productivity. Hybrid telework is not a substitute for childcare or dependent care. Employees participating in hybrid telework must continue to make arrangements for child and dependent care to the same extent as if the employee were working at an official reporting location.
- p. Supervisors may elect to revoke telework privileges for employees whose alternate worksite experiences continuous disruptions.  
Disruptions include but are not limited to distractions that significantly interrupt the employee's work, distractions that disrupt team meetings and calls, and repeated interruptions to internet and/or phone access.
- q. The supervisor will advise the employee in writing of the terms of the hybrid telework arrangement.
- r. Employees may request to terminate the hybrid telework arrangement in favor of returning to work at their regular worksite at any time.
- s. The supervisor may terminate or change a hybrid telework arrangement at any time based on operational needs, due to poor performance, violation of Corporate policies and/or lack of productivity.

### **III. RESPONSIBILITIES**

#### **A. Employee**

1. Be familiar with this policy and relevant policies, including but not limited to the policies listed as exhibits below.
2. Complete a "Hybrid Telework Request Form", including the employee self-assessment, to begin any hybrid telework arrangement.

3. Adhere to the approved alternate work schedule, ensuring that they will work a forty (40) hour week, or eighty (80) hours each pay period, as appropriate.
4. Be accessible by phone or WiFi/modem during their regular work hours or during the hours agreed upon by the supervisor.
5. Have a dedicated work area when teleworking with minimal disruptions during work hours.

**B. Supervisor/Department Head**

1. Review all departmental requests for a hybrid telework arrangement.
2. Evaluate suitability of any request for a hybrid telework arrangement.
3. Determine the number of days and the days of the week telework is allowed each week up to two (2) days within a work week, the work schedule the employee will maintain, and the manner and frequency of communication.
4. Ensure that there are ongoing opportunities for employees to interact and collaborate face to face with their colleagues and department heads, regardless of telework schedules.
5. Ensure that there is adequate coverage, including managerial coverage, to execute all required work at the official reporting location or NJ TRANSIT workplace during business hours.
6. Be familiar with this policy and with relevant policies including but not limited to the policies listed as exhibits below.
7. Take appropriate disciplinary action with the assistance of Employee Relations in a timely manner when action is warranted by an employee's non-compliance with this policy.

**C. Human Resources**

1. Help evaluate suitability of any request for a hybrid telework work arrangement through the Employee Relations Unit.

2. Approve appropriate disciplinary action in a timely manner when action is warranted by an employee's non-compliance with this policy through the Employee Relations Unit.

3. Provide clarification and interpretation of this policy and any other applicable policies through the Employee Relations Unit.

#### **IV. EXCEPTIONS**

Requests for exceptions must be directed through the department head to the Deputy Chief Human Resources Officer overseeing Compliance, in consultation with the Chief Human Resources Officer, or their designee.

#### **V. CROSS REFERENCES**

##### **A. Corporate-Wide Policies**

2.03 Code of Ethics

2.03A Code of Supplemental of Code of Ethics

3.07 Reasonable Accommodation for Disabilities

3.13 Performance Management

3.13A Performance Improvement Plan

3.15 Overtime Compensation

3.32 Security Policy for Human Resources (Employee) Data

8.03 Information Security

##### **B. Exhibits**

Exhibit A - Hybrid Telework Request Form





Question 38: Please provide the following information for each of the following CAP projects:	A) Date when planning & Development began	Project Budget	B) the amount of capital funds appropriated to date	C) the amount of capital funds expended to date	F) anticipated project completion dates
Name of Project					
Long Slip Fill and Rail Enhancement - Phase 2	Sept 2016	\$283,530,000.00	\$228,245,802.44	\$84,824,384.07	Nov 2024
SANDY Rsl 19SUPP 1 Interoperable Communications Upgrade		\$14,143,800.00	\$14,163,044.06	\$14,144,414.19	March 2017
Sandy Dmg 05 HBLR 4 Traction Power/Station Dist. Power	Oct 2014	\$58,461,000.00	\$58,461,000.00	\$34,083,052.86	Dec 2023
SANDY Dmg 05 HBLR 4 Track and ROW		\$1,325,900.00	\$1,326,252.00	\$756,340.42	Nov 2016
SANDY Dmg 05 HBLR 4 Signals and Comm		\$9,815,600.00	\$9,815,600.00	\$8,679,520.05	Nov 2020
SANDY Dmg 05HBLR 4 Vehicle Base Facility		\$8,578,800.00	\$8,613,510.94	\$8,059,785.89	Sept 2016
SANDY Dmg 02RINF 4 NJCL: Upper Signal	March 2015	\$27,445,000.00	\$27,445,000.00	\$7,412,909.91	March 2024
SANDY Dmg 02RINF 4ME: Lower Signal: Lower Hack to Kearny	Sept 2015	\$10,285,000.00	\$10,285,001.00	\$5,154,150.65	March 2024
SANDY Rsl 17RINF 4 HOB: Signl Rsl: Relocat Signl to Term Twr		\$11,320,000.00	\$12,364,958.43	\$12,364,957.43	Feb 2021
SANDY Rsl 15RMMC 4 MMC Building Perimeter Flood Control		\$42,890,000.00	\$40,866,199.85	\$34,917,574.52	June 2022
SANDY Dmg 13SUPP 4 Prog Managemt/Oversight		\$46,560,000.00	\$46,265,866.59	\$30,612,717.30	Sept 2024
SANDY Dmg 04RHOB 4 Hoboken Boiler and Terminal Repairs		\$21,681,000.00	\$21,681,061.37	\$17,919,256.45	July 2019
SANDY Rsl 17RINF 1 Maplewood Substation Resiliency(NON-Dmg)		\$1,300,000.00	\$1,778,437.12	\$319,890.01	April 2022
SANDY Rsl 15RMMC / ROC UPS Raising		\$5,833,000.00	\$7,529,085.69	\$1,653,426.48	
SANDY Dmg 06NLR 4 NPS Storm Protection		\$1,700,000.00	\$2,177,843.09	\$1,321,270.30	March 2023
SANDY Dmg 02RINF 4 ET Observer Highway Switch House Repair		\$5,317,000.00	\$5,217,329.78	\$5,213,759.67	Aug 2021
SANDY Dmg 01RMMC 4 Bldg/Equip-Insurance		\$7,192,600.00	\$7,208,773.92	\$7,192,718.02	June 2020
SANDY Replacement Mason/Building 9 Substation		\$179,266,000.00	\$164,715,594.48	\$148,188,894.80	Dec 2023
Signals and Communications Resilience - Commuter Lines	Aug 2016	\$118,538,000.00	\$118,537,628.56	\$24,234,750.59	March 2025
Signals and Communications Resilience - HBLR	June 2017	\$9,815,600.00	\$9,815,600.00	\$8,679,520.05	Nov 2020
Hoboken Facilities Power Distribution Systems Repairs	April 2013	\$6,680,000.00	\$6,680,499.00	\$4,205,705.68	March 2024
SANDY Dmg 02RINF 4 ET Hoboken Terminal House Power Repair (Depot)	Feb 2013	\$33,948,100.00	\$34,248,842.81	\$28,608,000	Sept 2023
SANDY Dmg 02RINF 4 ET Henderson St. Substation Repair	Feb 2013	\$39,437,000.00	\$41,890,167.29	\$27,768,455.72	Sept 2023
SANDY Dmg 02RINF 4 ET Bay Head Yard Substation Repair	Feb 2013	\$46,917,000.00	\$35,554,235.08	\$25,697,190.49	Aug 2024
SANDY Rsl 08MAS 4 ROC Unit Substation	Feb 2013	\$21,450,000.00	\$24,210,794.19	\$15,496,706.49	Dec 2023
SANDY Dmg 06NLR 4 Infra:Stn Pwr/drnge/Elv/Esc/Fire Comp Repr	Feb 2021	\$8,999,000.00	\$1,500,000.00	\$1,260,000.00	June 2025
Raritan River Bridge Replacement - Contract 1		\$800,000,200.00	\$640,158,786.27	\$272,047,176.12	July 2030
Raritan River Bridge Replacement - Contract 2					
Raritan River Bridge Replacement - Demolition					
NJ TRANSITGRID	Oct 2015	\$577,352,900.00	\$606,876,351.77	\$44,566,033.19	Nov 2027
SANDY Dmg 04RHOB 4 Hoboken Yard-Wayside Power-Repair	Oct 2012	\$69,355,000.00	\$69,569,826.53	\$15,153,655.59	March 2027
SANDY Rsl 04RHOB 4 Hoboken Yard Signal Power	Oct 2012	\$29,268,000.00	\$26,904,000.00	\$8,220,473.29	March 2027
Delco Lead Storage and Inspection Facility - GC01	Dec 2014	\$421,000,000.00	\$281,208,656.72	\$27,923,452.83	Dec 2028
Delco Lead Storage and Inspection Facility - GC02	Dec 2014				
Electrification of the Bus Fleet		\$11,068,000.00	\$17,104,412.00	\$4,750,975.85	Aug 2023
Elizabeth Train Station	June 2012	\$74,855,000.00	\$109,220,696.34	\$54,894,584.70	March 2024
Newark Penn Station - Platform D Improvement Project (NPS 1.4)	Sept 2019	\$38,445,000.00	\$38,945,000.00	\$377,976.23	Jan 2028
Newark Penn Station - Station Rehabilitation (NPS 1.1)	Oct 2020	\$3,500,000.00	\$3,417,759.04	\$2,611,596.89	March 2025
Newark Penn Station - Station Rehabilitation (NPS 1.2)		\$6,800,000.00	\$9,800,000.00	\$1,048,095.51	
Newark Penn Station - Station Modernization Project (NPS 2.0)*	March 2022	\$190,000,000.00	\$47,229,917.99	\$4,052,695.08	Jan 2024 (Phase 1)
Walter Rand Station*		\$274,999,900.00	\$32,351,635.44	\$1,989,293.28	June 2028
Lyndhurst Station	Aug 2015	\$31,586,700.00	\$31,837,062.34	\$18,026,926.73	April 2024
Perth Amboy Station	April 2011	\$62,840,000.00	\$5,901,931.86	\$19,870,692.90	Nov 2024
Northern Bus Garage		\$1,435,100,000.00	\$88,194,576.92	\$54,114,362.80	Jan 2029
Portal Bridge	Sept 2008	\$2,261,562,100.00	\$1,420,965,828.71	\$243,092,441.83	Oct 2027
Camden-Glassboro Rail Line		\$18,820,900.00	\$11,688,415.99	\$11,605,441.38	June 2021
Hudson-Bergen Northern Branch		\$1,300,000,000.00	\$79,448,954.51	\$14,403.47	Pending NEPA approval
Hudson-Bergen Rt. 440 Expansion		\$285,000,000.00	\$30,000,000.00	\$19,753,653.59	July 2029
Lackawana Cutoff	Jan 2003	\$74,998,800.00	\$94,034,798.64	\$20,468,561.97	June 2026
MOS Project Rail Extension to Phillipsburg					
Meadowlands capacity expansion project/design competition – Boonton Transit Way		\$531,865,100.00	\$3,575,800.00	\$2,023,331.48	April 2026
Mid-Line Loop		\$500,000,000.00	\$10,941,416.18	\$5,493,844.32	Dec 2032
North Brunswick Station		\$150,000,000.00	\$50,000,000.00	\$880,387.00	Dec 2026
Hunter Flyover		\$500,000.00	\$500,000.00	\$422,918.81	Dec 2023

Delco Lead	Sept 2014	\$421,000,000.00	\$281,208,656.72	\$27,923,452.83	Dec 2028
County Yard Expansion	Sept 2014	\$224,999,700.00	\$84,467,714.19	\$22,460,032.43	Dec 2028
PSNY 7th Ave Concourse		\$9,516,400.00	\$9,516,463.45	\$2,054,365.63	Dec 2024

E) Capital Programs constantly evaluates all funding opportunities, both federal and state, as they become available.

\* Debt Defeasance funded project

Note: The following projects are identified for future potential planning and feasibility determination: Route 1 BRT, New Brunswick Transit Service (BRT/Light Rail)





Question 39 C Attachment - FY2023 Capital Labor Fringe and Overhead

Type	Project Name	Salary	Fringe	Overhead	Grand Total
C	69th Street Grade	8,305	7,510	6,970	22,784
C	Access Link Vehicle	54,400	48,477	45,653	148,530
C	ADA - DOJ Projects	24,301	20,737	20,394	65,432
C	Additional CPF50 Fleet	4,542	4,022	3,812	12,375
C	Additional Technology	124,857	109,229	104,780	338,866
C	Allwood Road Park and	16,637	14,673	13,962	45,272
C	ALP-46 Cooling Towers	90,490	78,356	74,927	243,773
C	Arc Flash	16,524	14,092	13,867	44,483
C	ARC-Project Control	1,487	1,117	1,248	3,853
C	Articulated Bus	101,517	88,294	85,193	275,004
C	ASES II PTC -	1,011,953	874,555	849,231	2,735,739
C	Battery Electric Bus	84,654	71,315	71,041	227,010
C	Bloomfield Station	28,724	24,534	24,105	77,363
C	Bloomfield Station	416	504	349	1,269
C	Bridge Rehabilitation	154,513	145,256	129,667	429,437
C	Bridge Rehabilitation	312,743	267,096	262,454	842,293
C	Brielle Draw Bridge	16,040	13,674	13,461	43,176
C	Bus Building	55,531	47,982	46,602	150,115
C	Bus Garage	28,318	24,105	23,765	76,188
C	Bus Infrastructure	44,641	39,562	37,463	121,665
C	Bus On-Board Fare		2,536		2,536
C	Bus Operations Control	108,224	101,605	90,822	300,651
C	Bus Passenger Facility	507	435	425	1,367
C	Bus Radio System	5,605	4,951	4,703	15,259
C	Bus Roof Rehabilitation	3,716	4,066	3,119	10,902
C	Capital Engineering and	111,306	100,837	93,408	305,551
C	Carteret Ferry Vessel	25,103	21,612	21,067	67,782
C	Central Maintenance	59	385	50	494
C	County Yard Extension	160,152	138,682	134,400	433,233
C	Cranford Station Rehab		53		53
C	Cruiser Bus	33,831	28,091	28,391	90,314
C	Cruiser Bus	115,576	69,952	96,992	282,519
C	Culvert Replacement		96		96
C	Culvert Replacement		14		14
C	Cust Serv Station and	26,655	23,407	22,369	72,431
C	DEF Tank Installations At	19,698	17,117	16,531	53,347
C	Diesel Loco (Tier 0)	7,264	6,543	6,096	19,902
C	Dual Power Loco	14,049	13,686	11,790	39,525
C	Dual Power Locos	128,778	112,194	108,070	349,041
C	EAM Program	172,176	118,409	144,490	435,075
C	Egg Harbor Roof	19,082	16,267	16,013	51,362
C	Electric Loco Purchase		267		267
C	Elizabeth Intermodal	85,218	75,547	71,515	232,280
C	Gateway Program	98,009	87,227	82,249	267,485
C	Glassboro to Camden	139	124	117	380
C	GP-40 Diesel	8,058	7,092	6,762	21,912
C	Greenville Garage UST		6		6
C	Hamilton Escalator	37,815	32,383	31,734	101,931
C	HBLR Caven Point VBF	126	1,046	106	1,279
C	HBLR Communications		30		30

Question 39 C Attachment - FY2023 Capital Labor Fringe and Overhead

Type	Project Name	Salary	Fringe	Overhead	Grand Total
C	HBLR Rt. 440 Extension	63,803	55,154	53,543	172,500
C	HBLRT Capital Asset	67,582	53,233	56,715	177,530
C	HBLRT Liberty View	460	392	386	1,239
C	Hoboken Pedestrian		4		4
C	Hoboken Terminal	10,063	8,644	8,445	27,151
C	Hoboken Terminal	35,198	30,576	29,538	95,313
C	Howell Bus Garage City		7		7
C	Howell Garage CNG	131	226	110	466
C	Howell Garage HVAC		104		104
C	Howell Garage UST	10,643	9,184	8,932	28,760
C	HQ-Immediate Action -		40,980		40,980
C	HQ-Maplewood GOB	11,863	10,690	9,956	32,508
C	HQ-Materials	1,719	1,496	1,443	4,658
C	HQ-Work Environment	6,102	5,120	5,121	16,344
C	Hudson River Tunnel	75,042	63,280	62,975	201,297
C	Immediate Action - Bus	243	207	204	654
C	IT Infrastructure Tech	1,737	1,488	1,458	4,684
C	Kingsland	5,583	4,792	4,685	15,059
C	Lackawanna Cut-off -	223,994	190,782	187,975	602,750
C	Liberty Corridor New	73,893	66,953	62,011	202,857
C	Liberty Corridor New	667	642	560	1,869
C	Light Rail Vehicle	28,482	26,022	23,902	78,407
C	Lyndhurst Station	400,488	356,397	336,089	1,092,974
C	M of W Equipment		140		140
C	Mahwah Station Rehab	54,543	48,684	45,710	148,937
C	Maplewood Bus	21,446	19,038	17,998	58,482
C	Maplewood GOB	611	526	513	1,650
C	Market Street Bus	319,350	286,012	267,999	873,362
C	Mechanical Equipment	40,497	24,388	33,985	98,870
C	Metro-North Joint	(5,869)	(4,832)	(4,783)	(15,483)
C	Mill Road Design	5,262	4,665	4,416	14,343
C	MMC - Purchase of Rail		13		13
C	Morris Ave Bridge	452	390	380	1,222
C	Multi-Level Coaches II	53,458	47,554	44,862	145,874
C	Multilevel III Purchase	129,929	111,758	109,037	350,724
C	NABI Bus Mid-Life	119,519	101,890	100,301	321,710
C	NABI Replacement	38,958	33,216	32,694	104,868
C	NEC Middle Zone	21,724	18,838	18,231	58,793
C	Newark Penn Sta. Old	44,160	38,731	37,059	119,951
C	Newark Penn Sta. Pltfrm		22		22
C	Newark Penn Station	100,537	86,677	84,370	271,584
C	Newton Bus Garage BEB	15,629	14,378	13,116	43,123
C	NLR Norfolk Station ADA		452		452
C	NLR Park Ave Station		173		173
C	NLR SCADA Industrial	46	80	39	164
C	NLR Track State of Good	685	3,829	575	5,088
C	NLR Track State of Good	10,960	10,124	9,197	30,282
C	NLR Vehicles	61,319	55,081	51,459	167,859
C	Non-Revenue Rolling	4,892	4,436	4,105	13,433
C	Non-Revenue Rolling	4,046	3,602	3,395	11,043

Question 39 C Attachment - FY2023 Capital Labor Fringe and Overhead

Type	Project Name	Salary	Fringe	Overhead	Grand Total
C	Non-Revenue Vehicle	17,365	16,821	14,573	48,759
C	North Brunswick Rail	9,134	7,666	7,665	24,465
C	North Elizabeth		183		183
C	North Elizabeth Station	44	473	37	553
C	Northern Rail	49,130	43,995	41,230	134,355
C	Orange Garage Oil	476	422	399	1,297
C	PA Upgrade	898	4,480	754	6,132
C	Passaic Bus Terminal	27,127	23,210	22,765	73,102
C	Perth Amboy Station -	726,762	613,671	609,898	1,950,331
C	Police Command Vehicle		18		18
C	Police Department	14,866	12,673	12,475	40,014
C	Police Equipment and		92		92
C	Police HS-08/NY Tunnel	(385)	(330)	(323)	(1,038)
C	Police HS-17 River Line		146		146
C	Police HS-21/NY CCTV &	886	759	743	2,388
C	Port Morris Fueling	4,253	3,651	3,569	11,474
C	Portal Bridge (TIGER)		449		449
C	Portal North Bridge post	1,709,833	1,446,556	1,406,240	4,562,629
C	Portal North Bridge	75,014	97,891	91,604	264,510
C	Princeton Junction		42		42
C	Purchase Non-Revenue	14,675	12,510	12,315	39,501
C	R of W Fencing		295		295
C	Rail-In/Outward		0		0
C	Raritan Fuel Shed		26		26
C	Ridgewood Station ADA	400	499	336	1,235
C	River Line Capital Asset	50,711	45,800	42,556	139,066
C	River Line Engine Re-	21,703	12,433	18,213	52,349
C	River LINE LRV Fire	92	134	77	303
C	River Line Tie	2,852	1,695	2,393	6,941
C	Roosevelt Ave Bridge		339		339
C	Roselle Park ADA	166,502	148,460	139,728	454,690
C	SANDY - Delco Lead	225,915	202,052	189,588	617,554
C	SANDY - Long Slip Fill	475,310	419,603	398,880	1,293,793
C	SANDY - NJ	578,196	494,070	485,222	1,557,488
C	SANDY - Raritan River	2,698,394	2,397,177	2,264,492	7,360,063
C	SANDY - Signals and	259,183	237,810	217,507	714,500
C	SANDY Dmg 02RINF 4 ET	493,089	433,212	413,800	1,340,101
C	SANDY Dmg 02RINF 4 ET	285,079	245,074	239,238	769,390
C	SANDY Dmg 02RINF 4 ET	112,049	98,741	93,981	304,771
C	SANDY Dmg 02RINF 4	538	459	452	1,449
C	SANDY Dmg 02RINF 4	39,352	34,538	33,024	106,915
C	SANDY Dmg 02RINF 4	150,076	140,199	125,944	416,219
C	SANDY Dmg 04RHOB 4	7,153	6,407	6,028	19,587
C	SANDY Dmg 04RHOB 4	322,959	279,316	271,027	873,303
C	SANDY Dmg 04RHOB 4	947,083	813,446	794,792	2,555,321
C	SANDY Dmg 05 HBLR 4	1,227	1,121	1,030	3,377
C	SANDY Dmg 05 HBLR 4		-		-
C	SANDY Dmg 05 HBLR 4	41,564	36,928	34,881	113,373
C	SANDY Dmg 05HBLR 4		-		-
C	SANDY Dmg 06NLR 4	22,001	20,020	18,464	60,485



Question 39 C Attachment - FY2023 Capital Labor Fringe and Overhead

Type	Project Name	Salary	Fringe	Overhead	Grand Total
C	SANDY Mason	3,876,918	3,227,974	3,159,833	10,264,725
C	SANDY MMC Parking	1,274	1,832	1,069	4,175
C	SANDY Replacement	(3,876,918)	(3,227,974)	(3,159,833)	(10,264,725)
C	SANDY Rsl 08MAS 4 ROC	237,602	212,630	199,396	649,628
C	SANDY Rsl 15RMMC 4	252,458	237,664	211,863	701,984
C	SANDY Rsl 17RINF 4	26	414	22	462
C	Sawtooth Bridges	321,027	275,024	269,406	865,457
C	Secaucus Platform	332	284	279	895
C	Secaucus-Meadowlands	18,817	16,521	15,791	51,129
C	SGRP Commuter Rail	4,754	4,053	3,989	12,796
C	SGRP Newark Penn	13,649	11,791	11,454	36,894
C	Signal Renewal Brielle to		1,252		1,252
C	SJ BRT/Avandale Park		58		58
C	Study and Dev -	49,532	42,449	41,567	133,548
C	Summit Cut Retaining	84,381	72,827	70,813	228,022
C	Track Program	5,264,864	4,694,640	4,418,274	14,377,778
C	Track, Bridge, Mobility	39,059	23,563	32,778	95,400
C	Traction Power High	425,527	374,933	357,102	1,157,561
C	Traction Power,	37,353	23,134	31,347	91,833
C	Trenton Station	1,080	146	907	2,133
C	Two Hudson Place Build-	28,919	24,756	24,269	77,943
C	Union City Bus Garage	40,557	35,585	34,036	110,178
C	Union County Light Rail	301	257	253	810
C	Walter Rand Deck		25		25
C	Washington Twp.	1,341	1,694	1,125	4,160
C	Wayne Bus Garage	25,581	23,218	21,467	70,267
C	West Side Avenue Lot	8,977	7,692	7,534	24,203
C	West Summit	36,962	31,364	30,650	98,976
C	ZEB Emissions Bus	14,939	13,083	12,537	40,560
H	HS-22 NY Directed	447,157	381,201	375,254	1,203,613
H	Police HS-17/NY	(263)	(260)	(224)	(747)
H	Police HS-18 SJ	36,903	31,460	30,969	99,333
H	Police HS-18-SJ Directed	73,471	62,634	61,657	197,763
H	Police HS-19/NY	150,742	128,502	126,508	405,752
H	Police HS-20/NY	599,959	511,465	503,486	1,614,910
H	Police HS-20/SJ Directed	402,862	343,440	338,082	1,084,384
H	Police HS-21/NY OPACK	1,058,368	904,286	886,287	2,848,942
H	Police HS-21/SJ OPACK	501,627	425,609	422,860	1,350,097
H	SFY20 Preventive			0	0
H	SFY22 Preventive	467,359	410,528	380,897	1,258,784
H	SFY22 Preventive	4,960,580	4,357,373	4,042,873	13,360,826
H	SFY22 Preventive	853,326	749,561	695,460	2,298,347
H	SFY22 Preventive	11,877	10,433	9,680	31,990
H	SFY22 Preventive	203,905	179,111	166,183	549,199
H	SFY22 Preventive	1,342,211	1,141,819	1,093,902	3,577,931
H	SFY22 Preventive	4,360,807	3,709,738	3,554,057	11,624,602
H	SFY22 Preventive	642,289	546,396	523,466	1,712,151
H	SFY22 Preventive	1,639,528	1,394,747	1,336,215	4,370,490
H	SFY22 Preventive	(2,472,299)	(2,093,896)	(2,014,923)	(6,581,118)
H	SFY22 Preventive	4,479,123	3,810,390	3,650,485	11,939,999

Question 39 C Attachment - FY2023 Capital Labor Fringe and Overhead

Type	Project Name	Salary	Fringe	Overhead	Grand Total
H	SFY22 Preventive	1,851,484	1,575,057	1,508,960	4,935,501
H	SFY22 Preventive	2,264,915	1,926,763	1,845,906	6,037,584
H	SFY22 Preventive	(634,150)	(539,471)	(516,832)	(1,690,453)
H	SFY23 Preventive	1,225,222	1,049,648	1,028,206	3,303,075
H	SFY23 Preventive	100,145,115	85,781,811	84,041,780	269,968,707
H	SFY23 Preventive	2,257,585	1,934,073	1,894,565	6,086,222
H	SFY23 Preventive	3,811,801	3,265,570	3,198,863	10,276,235
H	SFY23 Preventive	5,436,249	4,634,402	4,562,100	14,632,750
H	SFY23 Preventive	42,168,437	35,948,593	35,387,752	113,504,782
H	SFY23 Preventive	7,917,763	6,749,893	6,644,587	21,312,243
H	SFY23 Preventive	173,129	147,592	145,290	466,011
H	SFY23 Preventive	2,014,067	1,716,992	1,690,205	5,421,263
H	SFY23 Preventive	2,926,919	2,507,491	2,456,270	7,890,680
H	SFY23 Preventive	431,097	369,320	361,776	1,162,193
H	SFY23 Preventive	1,100,431	942,739	923,481	2,966,651
H	SFY23 Preventive	3,006,331	2,575,524	2,522,913	8,104,768
H	SFY23 Preventive	1,520,183	1,302,340	1,275,737	4,098,260
M	ACM Rail -	18,774,120	16,083,753	15,755,241	50,613,114
M	ACM Rail - Rolling Stock	18,869,638	16,165,392	15,835,400	50,870,429
<b>Total</b>		<b>256,902,274</b>	<b>220,344,131</b>	<b>215,107,767</b>	<b>692,354,172</b>
<b>Preventive Maintenance (H &amp; M)</b>		<b>235,019,867</b>	<b>201,142,020</b>	<b>196,745,377</b>	<b>632,907,264</b>
<b>Capital Projects (C)</b>		<b>21,882,408</b>	<b>19,202,111</b>	<b>18,362,390</b>	<b>59,446,908</b>
<b>Total</b>		<b>256,902,274</b>	<b>220,344,131</b>	<b>215,107,767</b>	<b>692,354,172</b>