



## **Statewide Capital Investment Strategy and Update**

### **FINAL REPORT**

March 2023

Submitted by

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## TECHNICAL REPORT DOCUMENTATION PAGE

<b>1. Report No.</b> NJ-2023-002	<b>2. Government Accession No.</b>	<b>3. Recipient's Catalog No.</b>	
<b>4. Title and Subtitle</b> Statewide Capital Investment Strategy and Update		<b>5. Report Date</b> March 2023	
<b>6. Performing Organization Code</b>			
<b>7. Author(s)</b> Alpesh Patel, Nimisha Deshwal, Leah Pickett.		<b>8. Performing Organization Report No.</b>	
<b>9. Performing Organization Name and Address</b> Cambridge Systematics, Inc. 1201 Edwards Mill Road, Suite 130 Raleigh, NC 27699		<b>10. Work Unit No.</b>	
		<b>11. Contract or Grant No.</b> 18-PROSV-00633	
<b>12. Sponsoring Agency Name and Address</b> New Jersey Department of Transportation (SPR) 1035 Parkway Avenue, P.O. Box 600 Trenton, NJ 08625.0600		<b>13. Type of Report and Period Covered</b> Final Report, September 2022- March 2023	
		<b>14. Sponsoring Agency Code</b> NJDOT	
<b>15. Supplementary Notes</b>			
<b>16. Abstract</b> <p>This research is focused on updating the New Jersey Department of Transportation (NJDOT) Statewide Capital Investment Strategy (SCIS), which outlines NJDOT's strategy to comprehensively invest in deficiencies and improvements to address statewide system goals. The update of the SCIS is a requirement under the Transportation Trust Fund Authority Act (TTF). The research approach describes statewide system goals, performance objectives and recommended capital investments, strategies and projects in four key transportation areas – infrastructure preservation, safety, mobility and congestion relief and mass transit. The approach includes engagement with staff in NJDOT, New Jersey Turnpike Authority (NJTA), South Jersey Transportation Authority (SJTA), and NJ Transit. The approach also documents the process and information sources used to update the SCIS to enable efficient updates in the future including:</p> <ul style="list-style-type: none"> <li>• Inventorying relevant transportation investment plans for New Jersey, including capital programs for NJDOT, NJTA, SJTA and NJ Transit.</li> <li>• Coordinating amongst all SCIS stakeholders, including key collaborators at NJDOT, NJTA, SJTA and NJ Transit.</li> <li>• Drafting a complete SCIS document that meets all legislative requirements outlined in the state's Transportation Trust Fund Authority Act (TTF Act).</li> <li>• Documenting the process and information sources used to update the SCIS, to ensure that the SCIS may be easily and efficiently updated in future years.</li> </ul>			
<b>17. Key Words</b> Multimodal transportation, transportation modes, performance measures, planning, strategic direction, transportation goals and objectives		<b>18. Distribution Statement</b> No restrictions.	
<b>19. Security Classif. (of this report)</b> Unclassified	<b>20. Security Classif. (of this page)</b> Unclassified	<b>21. No. of Pages</b> 56	<b>22. Price</b>

## **ACKNOWLEDGMENTS**

The authors wish to acknowledge the efforts of New Jersey Department of Transportation Bureau of Research under the direction of the project manager, Ms. Priscilla Ukpah and Ms. Amanda Gendek, manager of the Bureau of Research. The authors would also like to acknowledge the effort of the New Jersey Department of Transportation customers, Mr. Walter Lytwyn, Mr. John Micikas, and Ms. Smruti Gariwala without whom this project would not have been possible.

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## ABBREVIATIONS

Abbreviation	
AC	
Expressway	Atlantic City Expressway
ADA	Americans with Disabilities Act
ARC	Access to the Region's Core
FHWA	Federal Highway Administration
ITS	Intelligent Transportation Systems
LRTP	Long-range Transportation Plan 2030
NBIS	National Bridge Inspection Standard
NHS	National Highway System
NJDEP	New Jersey Department of Environmental Protection
NJDOT	New Jersey Department of Transportation
NJTA	New Jersey Turnpike Authority
OSHA	Occupational Safety and Health Administration
PM	particulate matter
PMT	Person-Miles Traveled
PTC	Positive Train Control
SCIS	Statewide Capital Investment Strategy
SHS	State Highway Systems
SHSP	Strategic Highway Safety Plan
SJTA	South Jersey Transportation Authority
SOGR	State of Good Repair
TAM	Transit Asset Management
TAMP	Transportation Asset Management Plan
TMA	Transportation Management Association
TOD	Transit-Oriented Development
TPK	Turnpike
TTF Act	Transportation Trust Fund Act
TTTR	Truck Travel Time Reliability
USD	U.S. dollars
VMT	Vehicle Miles Traveled



## EXECUTIVE SUMMARY

The 10-Year Statewide Capital Investment Strategy (SCIS) is designed to provide transportation investment recommendations for transportation program categories based on goals, objectives, and performance measures. The SCIS includes transportation investments in common categories across agencies. This integrated approach provides a foundation for understanding the total State investment needed in roads, bridges, and public transit and fosters a collaborative approach to making the best use of available transportation funding.

This SCIS fulfills the statutory goals set out in the New Jersey Transportation Trust Fund (TTF) Authority Act of 1984 N.J.S.A. 27:1B-1, et al. The law directs statewide transportation agencies to coordinate development of a SCIS that addresses deficiencies and pursues statewide goals in a comprehensive manner. This document is the product of collaboration between the New Jersey Department of Transportation (NJDOT), NJ Transit, the New Jersey Turnpike Authority (NJTA), and the South Jersey Transportation Authority (SJTA).

NJDOT's mission statement is, "Improving lives by improving transportation." This encompasses providing a safe, reliable, and efficient multimodal transportation network which serves the mobility needs of residents, commerce, and visitors in a manner that promotes economic development and insures environmental responsibility. The Core Mission areas are infrastructure preservation, safety, mobility and congestion relief, operating and maintenance and program delivery.

The SCIS update is informed by reviewing long range system plans and short-term capital plans/programs from NJDOT, NJ Transit, SJTA, and NJTA. The section below describes alignment between agency initiatives and recommendations for four statewide Strategic Goals of Infrastructure Preservation, Safety, Mobility and Congestion Relief and Mass Transit<sup>1</sup>.

- **Infrastructure Preservation** | NJDOT aims to reduce the number of deficient bridges and achieve and maintain a minimum target of 80 percent of the State highway system roadways in acceptable condition. NJDOT's Transportation Asset Management Plan (TAMP) includes four-year targets for a maximum of 6.5 percent of bridges in poor condition, with a minimum of 18.6 percent in good condition. NJDOT aims to divert as many trips as possible to public transportation and active modes.
- **Safety** | New Jersey aims for a 2.5 percent-per-year reduction in fatalities and serious injuries on all public roads. As of 2020, the 5-year average of roadway fatalities in New Jersey was 586.2 annually, which exceeds the 5-year target of 582.8. In 2020, the

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<sup>1</sup> Projected expenditures for routine operations and maintenance core mission are not addressed in this report.

5-year average for serious injuries in New Jersey was 1,782, also exceeding the 5-year target of 1,167.9.

- **Mobility and Congestion Relief** | In addition to utilizing advanced technologies, New Jersey is advancing a strategic corridor approach to mitigate bottlenecks and relieve congestion. NJDOT and NJ Transit work closely with the eight Transportation Management Associations (TMA) in the State to reduce travel demand on the roadways.
- **Mass Transit** | NJ Transit currently provides over 500,000 bus-passenger trips on an average weekday. Key focus areas include fleet expansion and replacement with cleaner alternatives as well as increased reliability and ridership of Rail and Light Rail Services. While light rail ridership has grown by 27 percent since 2007, drivers of lower reliability have been a shortage of locomotive engineers, disruptions caused by the installation of Positive Train Control (PTC), and the age of the rail fleet.

Table 1 summarizes investment levels for NJDOT and partner agencies. The tables describe investment levels by core mission areas.

Table 1. Statewide Constrained Investment Summary (\$ Billions)<sup>23</sup>

Core Mission	Agency	2023	2024	2025	2026	2027	5-Year Total
Infrastructure Preservation	NJDOT & NJ Transit	2,623	2,164	2,298	2,222	2,244	11,551
	NJTA	398	319	438	206		1,361
	SJTA	14	56	46	19	17	152
	<b>Total</b>	<b>3,035</b>	<b>2,539</b>	<b>2,782</b>	<b>2,447</b>	<b>2,261</b>	<b>13,064</b>
Safety	NJDOT & NJ Transit	167	175	207	205	173	927
	NJTA	439	407	355	164		1,365
	SJTA	9	154	6	5	22	197
	<b>Total</b>	<b>615</b>	<b>736</b>	<b>568</b>	<b>374</b>	<b>195</b>	<b>2,489</b>
Mobility and Congestion Relief	NJDOT & NJ Transit	210	419	384	418	235	1,666
	NJTA	259	287	483	2,299		3,328
	SJTA	47	47	47	69	9	219
	<b>Total</b>	<b>516</b>	<b>753</b>	<b>914</b>	<b>2,786</b>	<b>244</b>	<b>5,213</b>
Mass Transit	NJDOT & NJ Transit	1,594	1,526	1,533	1,526	1,434	7,613
	SJTA	50	50	50			150
	<b>Total</b>	<b>1,644</b>	<b>1,576</b>	<b>1,583</b>	<b>1,526</b>	<b>1,434</b>	<b>7,763</b>
<b>FY23 CP Total</b>		<b>5,809</b>	<b>5,604</b>	<b>5,847</b>	<b>7,133</b>	<b>4,134</b>	<b>28,528</b>

Source: Capital Projects Summary, NJTA, NJDOT, NJ Transit; Capital Improvement Program 2022-31, SJTA.

<sup>2</sup> All values have been rounded to the nearest whole number

<sup>3</sup> 2027 data for some core mission areas by agency not available – remaining values counted in 5-year total

## INTRODUCTION

### Background

A requirement of the TTF Act, the SCIS outlines NJDOT and partner agency multimodal capital plans/programs to comprehensively address statewide system goals. The SCIS demonstrates transparency and accountability of transportation funds and highlights investment strategies and recommendations to strengthen NJ system performance and operationalize benefits for citizens and stakeholders.

The TTF Act refers to the State's Transportation Capital Program described in the project list submitted to the Legislature by the Commissioner of Transportation on March 1 and approved in the Appropriation Act by June 30 of each year. The project list is the spending or contract authority that allows NJDOT and New Jersey Transit Corporation to advance capital projects up to a specified limit. The Transportation Trust Fund Authority (TTFA), an independent agency, finances the cash disbursements to contractors as they occur for TTF Act projects. The TTFA uses appropriated revenues and bond proceeds to finance the disbursements; it is a financing agency only with no involvement in the selection of capital projects.

### Statewide Context

The SCIS details capital investments to support statewide system performance and advance the goals of New Jersey's Long-range Transportation Plan 2030 (LRTP). The mission, roles, and responsibilities of NJDOT and partner agencies (NJ Transit, the New Jersey Turnpike Authority, and the South Jersey Transportation Authority) along with statewide trends and emerging issues provide context for how each agency is prioritizing scarce resources to meet critical multimodal infrastructure needs and services.

- **NJDOT** | NJDOT will provide a world class transportation system that Enhances the quality of life for residents and traveling public; achieves consistent progress through focused investments to keep infrastructure in a State of Good Repair; stimulates and sustains smart development and economic growth; employs the latest technologies to adapt to changing conditions and environments; respects and protects the distinctive and delicate character of the State's natural resources; and embraces its role as a customer service organization.
- **NJ Transit** | NJ Transit is New Jersey's public transportation corporation. Its mission is to move New Jersey and the region by providing safe, reliable, and affordable public transportation that connects people to their everyday lives, one trip at a time. NJ Transit administers several publicly funded transit programs for people with disabilities, senior citizens, and people living in the State's rural areas who have no other means of transportation. In addition, the agency provides support and equipment to privately-owned contract bus carriers.
- **NJTA** | The New Jersey Turnpike Authority operates two of the busiest toll roads in the U.S.—the New Jersey Turnpike and the Garden State Parkway. Our roads provide

the safest, quickest, and most convenient routes for thousands of drivers every hour of every day.

- **SJTA** | The Mission of the South Jersey Transportation Authority is to provide the traveling public with safe and efficient transportation through the acquisition, construction, maintenance, operation, and support of expressway, airport, transit, parking, other transportation projects and services that support the economies of Atlantic, Camden, Cape May, Cumberland, Gloucester, and Salem Counties.

This report describes the key inputs, source information, and NJDOT and partner agency practices and processes used to update the SCIS and to ensure ease and efficiency of future updates. Key inputs to support the report framework include:

- Inventory of relevant transportation investment plans for New Jersey, including 5- and 10-year capital programs for NJDOT, NJ Transit, NJTA, and SJTA.
- Input from SCIS stakeholders, including key collaborators at NJDOT, NJTA, and SJTA.
- Summary of specific strategies, programmatic, and project recommendations that support statewide infrastructure preservation, safety, mobility and congestion relief and mass transit goals to collectively enhance statewide system performance.
- Revenue assumptions and statewide performance implications under current revenue streams and forecasted demand, trends, and utilization.
- Correlation between NJDOT and member agency actions (plans/programs, strategies, recommendations) and TTF Act legislative requirements.
- Summary of additional coordination steps and actions to strengthen future responses to TTF Act requirements and SCIS updates.

## STATEWIDE GOALS AND SYSTEM PERFORMANCE

### Goals and Performance Targets

The New Jersey LRTP establishes a vision and policy framework, sets forth strategies, provides a structure for guiding investment, and identifies the financial resources to sustain the plan's vision. Its goals and objectives address critical statewide transportation needs: bridge, roadway, and mass transit preservation; transportation and land use planning; highway, pedestrian, and passenger safety and security; congestion relief, and environmental and intermodal improvements.

As a mechanism to achieve the LRTP, the SCIS addresses statutory goals set out in the TTF Act including:

*“Reduction of vehicular and pedestrian accidents, reduction in the backlog of projects, including one-half of the structurally deficient bridge repair projects and pavement deficiencies, an increase in lane miles of bicycle paths, with a goal of constructing an additional 1,000 lane miles of bicycle paths in five years to reduce traffic congestion and for recreational uses, keeping the public transportation system in a state of good repair, a strategy and a preliminary timetable for the replacement of the current diesel bus fleet with a fleet of buses that have reduced emission of air pollutants.”*

Table 2 below displays how capital programs across New Jersey transportation agencies align with statewide transportation goals of **Infrastructure Preservation, Safety, Mobility and Congestion Relief**, and **Mass Transit** (applicable only for NJDOT and NJ Transit).

Table 2. Alignment of New Jersey Plans with Statewide Transportation Goals.

Agency	Plan	Infrastructure Preservation	Safety	Mobility and Congestion Relief	Mass Transit
NJDOT/ NJ Transit	Capital Program	Maintain and renew the infrastructure to reduce the backlog of pavement and bridge projects and perform routine maintenance and renewal on all transportation infrastructure.	Support programs to reduce injuries and fatalities and minimize property damage and establish priorities for safety improvements at key rail/highway at-grade crossings.	Optimize freight distribution by shifting freight to rail and moving more goods during non-rush hours. In addition, attention will be given to improving logistics at and around freight facilities.	Expand public transit. As New Jersey's population and work force continue to increase, public transportation will become ever more necessary and feasible. NJ Transit have committed to increasing both the availability and convenience of public transit.

Agency	Plan	Infrastructure Preservation	Safety	Mobility and Congestion Relief	Mass Transit
NJDOT	Capital Program	Improve quality of data and integrate it with existing open data portal for New Jersey	Eliminate all fatalities and serious injuries at intersections for all road users through engineering, education, enforcement and reduce crash severity.	Ensure highway safety investment is inclusive of the interests of traditionally underserved populations and is considered more deliberately.	
NJ Transit	Capital Program	Ensure the reliability and continued safety of our transit system.	Ensure the reliability and continued safety of our transit system.	Power a stronger and fairer economy for all communities in the region.	Deliver a high-quality experience for all our customers, with their entire journey in mind.
NJTA	Capital Program	Maintain a state of good repair for all of NJTA assets to result in cost savings over time, and support customer safety.	Ensure safety for both the motoring public and the Authority's workforce as a focus of every project and initiative undertaken by the agency.	Provide mobility, that is, a safe and efficient roadway system to allow people and goods to travel from one location to another.	
SJTA	Capital Program	Provide the traveling public with safe and efficient transportation that support the economies of Atlantic, Camden, Cape May, Cumberland, Gloucester, and Salem Counties.	Maintain high standards in safety and security for employees and the traveling public.	Coordinate with South Jersey's transportation system, including addressing the region's highway network, aviation facilities and transportation needs.	

New Jersey's LRTP will be updated in 2023 to extend through year 2050. The plan will support the continued development of the State's multimodal transportation system, considering and including elements and connections between public transportation, nonmotorized modes, rail, motor vehicles, waterways, and aviation facilities, with a particular focus on intercity travel. The 2050 LRTP update will include a System Performance Report, which will link short-term target-setting to long-term, systemwide multimodal goals.

Alongside the goals listed above, the LRTP also defines a number of Long-Range Goals, **listed below**. Measures reported to the Federal Highway Administration (FHWA) as part of the Transportation Performance Management and Reporting program are consistent

with advancing these longer-term goals. This section will describe each goal's purpose and assess the State's overall performance on achievement metrics.

### **Maintain and Renew Transportation Infrastructure**

Strategies critical to maintaining and renewing transportation infrastructure include seeking adequate funding for maintenance, preservation, and security; finding lower-cost solutions to maintain bridges in good working order and highways in acceptable condition; and prioritizing funding to maintain and preserve existing roadways and transit assets before expanding the transportation system. Starting with infrastructure assets this section describes current and projected conditions consistent with State and Federal performance reporting and where the short- or longer-term forecasts are available. Figure 1 below shows the National Highway System (NHS) pavement conditions as projected up to 2031.

**Percent of Pavement Lane Miles  
Good, Fair, or Poor**

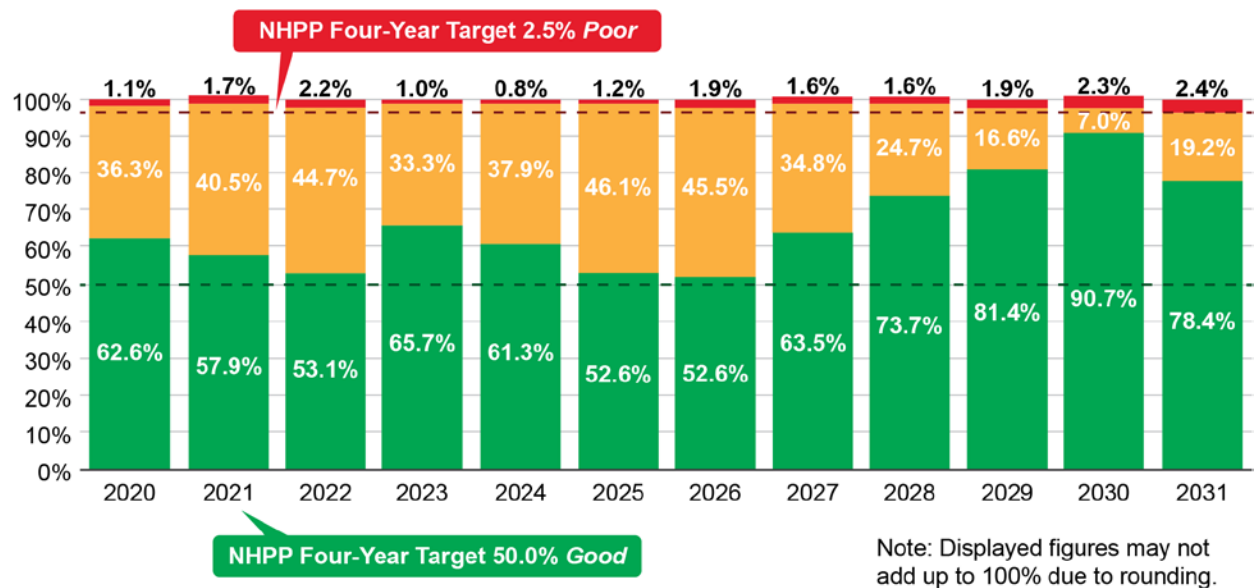


Figure 1. Projected Interstate NHS Pavement Conditions.

Source: NJDOT, Transportation Asset Management Plan

- **Interstate Pavement in Good Condition:** 62.6 percent in 2020, above the 4-year target of 50 percent.

**Percent of Pavement Lane Miles  
Good, Fair, or Poor**

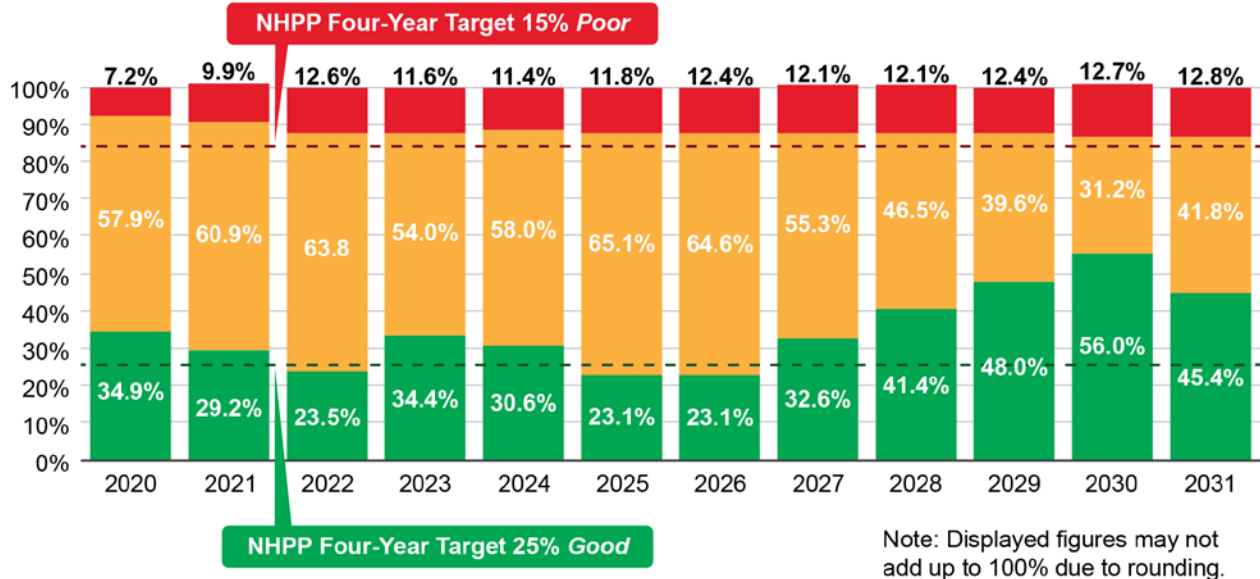


Figure 2. Projected Non-Interstate NHS Pavement Conditions.

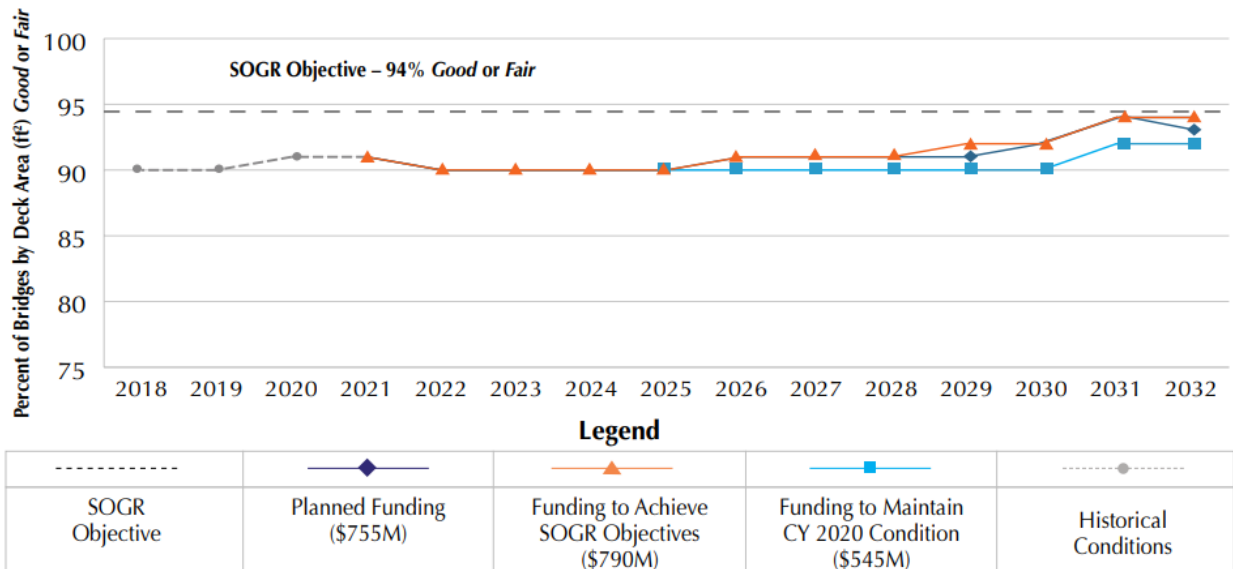
Source: NJDOT, Transportation Asset Management Plan.

- **Non-Interstate NHS Pavement in Good Condition:** 34.9 percent in 2020, above the 4-year target of 25 percent.

Statewide bridge conditions are influenced by the future completion of large-scale rehabilitation or replacement projects which take place over many years. Projections of percent good, fair, poor conditions from the NJDOT 2022 TAMP assume the impact of short-term commitments (programmed) and also new (unprogrammed) projects. The approach applies the total costs in a single year and takes credit for the condition improvement 2 years later. These projections assume the influence of the Pulaski Skyway Rehabilitation Project—one of NJDOT’s largest-ever construction projects. The square feet of deck area improved on this project alone will shift 2 percent of all State-maintained highway system (SHS) deck area into a state of good repair. Figure 3 depicts the resulting forecasted conditions under these assumptions and by different investment scenarios to 2032 as described in the TAMP. Forecasted conditions for NHS bridges was unavailable but will be published as part of the final NJDOT 2022 TAMP.

Investment Scenarios – CY 2018-2032





Notes: SOGR = State of good repair. SHS Bridges include all NJDOT-maintained NBIS bridges. The vertical scale begins at 75%; changes over time and differences are exaggerated by the shortened scale.

Figure 3. Projected SHS National Bridge Inspection Standard (NBIS) Bridge Performance—CY 2018 to CY 2032.

Source: NJDOT, Transportation Asset Management Plan

- State Highway System (SHS) Bridges in Good Condition:** Under all funding scenarios assumed in the NJDOT 2022 TAMP bridge deck area remains below the 94 percent SOGR target over the next 10 years. However, \$790 Million of additional funding would help close the gap by 2032.

### ***Increase Safety and Security***

Maintaining and increasing the safety and security of the State transportation system is a key priority. To achieve this, NJDOT has focused on pedestrian and driver safety with increased emphasis on introducing traffic calming techniques and devices, promoting increased truck parking capacity, and implementing engineering programs to keep motorists on the road and in their lanes, minimize crashes and discourage aggressive driving.

**Roadway Fatalities:** In terms of roadway fatalities, the 5-year average in New Jersey is 586.2 annual fatalities as of 2020, just above the 5-year target of 582.8. Figure 4 shows annual fatalities as a rate per 100 million vehicle miles traveled (VMT).

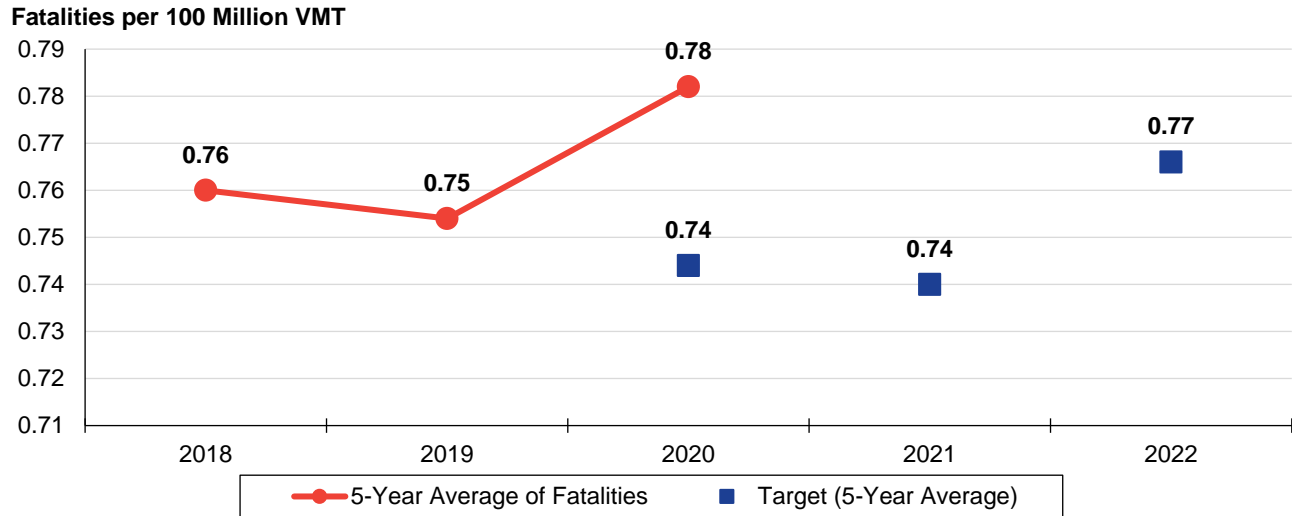


Figure 4. New Jersey Roadway Fatality Rate (per 100 Million VMT), 2018–2020.

Source: FHWA Transportation Management Dashboard, NJDOT State Strategic Highway Safety Plan.

**Serious Injuries:** 5-year average of 1,782, above the 5-year target of 1,167.9.

The 5-year average for serious injuries in New Jersey is 1,782 annual fatalities as of 2020, above the 5-year target of 1,167.9. Figure 5 shows annual serious injuries as a rate per 100 million VMT.

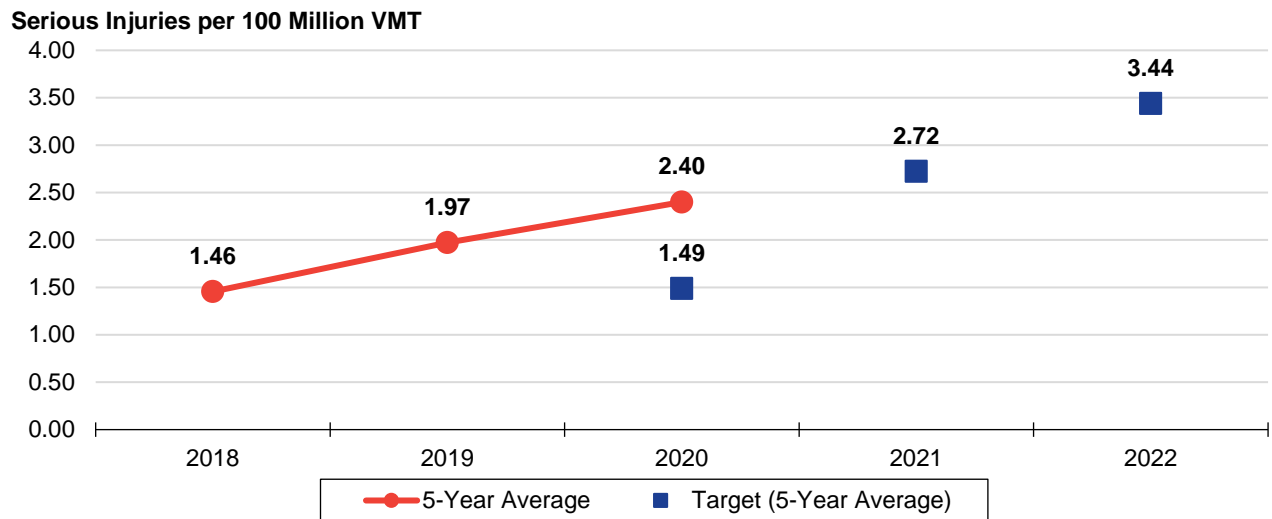


Figure 5. New Jersey Serious Injury Rate (per 100 Million VMT), 2018–2020.

Source: FHWA Transportation Management Dashboard, NJDOT State Strategic Highway Safety Plan.

**Nonmotorized Fatalities and Serious Injuries:** 5-year average of 585.8, above the target of 407.9.

## Improve Mobility, Accessibility, Reliability

### Reliable Person-Miles Traveled



Figure 6. Non-Interstate NHS Reliable Person-Miles Traveled.

Source: FHWA Transportation Management Dashboard.

Policies and strategies to improve mobility, access, and reliability include restricted highway capacity projects, bottlenecks elimination, improved connectivity on local roadway networks, and aggressively pursuing transportation demand management. As shown below in Figure 7, interstate highway travel reliability, as measured by Interstate Highway Reliable Person-Miles Traveled (PMT), increased far beyond the 82 percent goal, to 98.2 percent, in 2020. In 2019 (prepandemic), 80.6 percent of interstate PMT were reliable. In comparison, 94.8 percent of Non-Interstate NHS Person-Miles Traveled were reliable in 2020, far above target of 84.1 percent. In 2019 (prepandemic), 86.2 percent of interstate PMT were reliable.

### Reliable Person-Miles Traveled

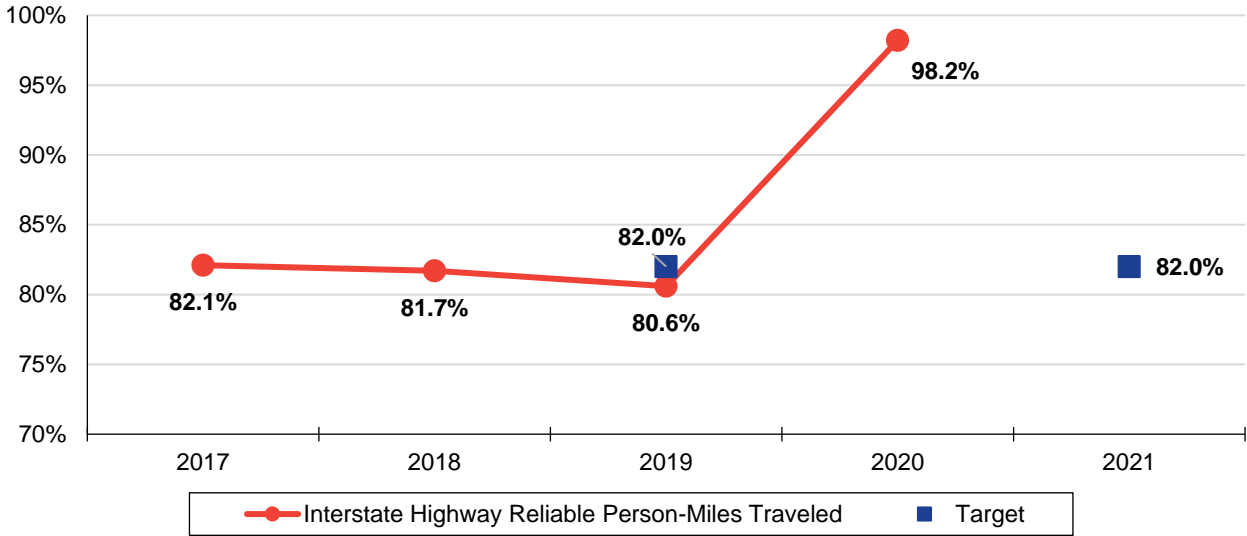


Figure 7. New Jersey Interstate Highway Reliable Person-Miles Traveled.

Source: FHWA Transportation Management Dashboard.

### Mass Transit

New Jersey’s public transportation system plays a key role in statewide mobility and accessibility. As the principal transit operator within the State, New Jersey Transit evaluates the quality of transit service on a number of different metrics including mean distance between vehicle failures, trip cancellations, ridership, and on-time performance. Figure 8 shows the evolution of NJ Transit’s on-time performance for both rail and bus modes. Since FY2017, on-time performance has improved for both rail and bus. While some of the improved performance can be attributed to reduced traffic during the COVID-19 pandemic, on-time performance for both modes has stabilized above FY19 performance for both rail and bus modes when looking at FY22 performance.

### Rail And Bus On-Time Performance

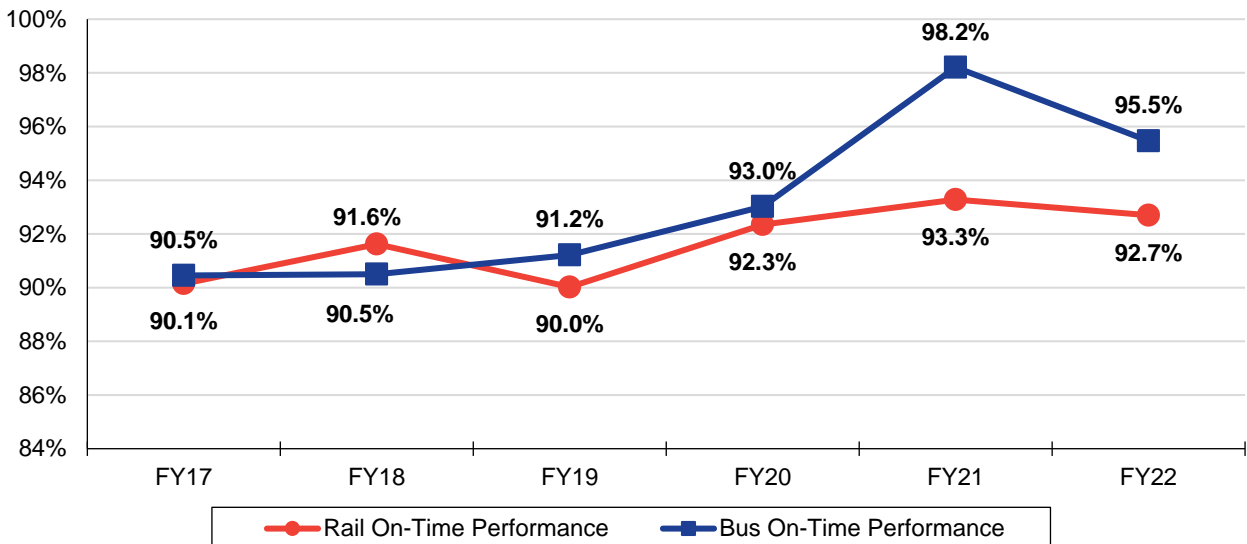


Figure 8. New Jersey Transit Rail and Bus On-Time Performance, FY2017–FY2022.

Source: NJ Transit Performance Dashboards.

### ***Operate Efficiently***

Policies and strategies designed to make New Jersey's transportation system operate more efficiently include reducing the duration of incidents, providing preferential treatment for bus operations on major corridors, improving roadway signage, improving traffic signal operations, and providing customers with real-time travel information about current conditions along with the availability of alternative choices.

Duration of traffic incidents is one indicator in assessing the State's ability to operate an efficient transportation system. The total incident duration in New Jersey declined from an average of 2.75 hours in 1995 to approximately 44 minutes in 2019, with approximately 7,000 incidents occurring annually, or 20 incidents per day.

### ***Integrate Transportation and Land Use Planning***

NJDOT policies and strategies that focus on integrating transportation and land use planning include promoting transit-oriented development and redevelopment at rail stations and bus stops with significant levels of transit service; adopting multimodal corridor management approach with State, regional, county, and local partners; and encouraging redevelopment for freight uses around ports and intermodal terminals and yards.

### ***Respect the Environment***

According to the Federal Highway Administration, as of 2019, New Jersey reduced particulate matter (PM<sub>2.5</sub>) emissions by 162 kg/day, far above the 4-year target of 8.52 kg/day.

New Jersey's efforts to foster respect for the environment in its transportation strategies include striving to lower transportation-related emissions and encouraging greater energy efficiency through impact evaluation and mitigation. Other strategies include establishing an environmental management system to comprehensively address environmental issues in transportation activities.

New Jersey's LRTP identifies several additional strategies designed to promote environmental stewardship and enhance quality of life:

1. *Incorporate context sensitive solutions and community impact assessment in the development of transportation projects.* This includes revisions to the Roadway Design Manual and collaboration with municipalities and affected neighborhoods.
2. *Lower transportation-related emissions and encourage greater energy efficiency.* This includes encouraging the use of hybrid vehicles, alternative fuels, clean diesel in buses, low-emission rail vehicles, and support for mode shift initiatives.

3. *Seek opportunities to go beyond mitigation and provide benefits to the physical and human environment.* Strategies include designation of more scenic byways and protection of open space along highway and transit corridors.
4. *Evaluate impacts and benefits of transportation projects on all affected populations and provide mitigation commensurate to the impacts.* This involves improving technical capability and partnerships to enhance intermodal systems.
5. *Strengthen implementation and monitoring practices at NJDOT and NJ TRANSIT facilities to improve procedures to monitor construction activities for adherence to environmental commitments.*
6. *Establish an environmental management system to comprehensively address environmental issues in transportation activities (from inception through the life of a project).* This includes policies, procedures, management programs, tools, training, and monitoring elements.

### **Optimize Freight Movement**

Policies and strategies to optimize freight movement include increasing the share of freight moved by modes other than truck, improving primary freight corridors and hubs, and developing and advancing actions to increase the share of freight shipped during off-peak periods. The Interstate Highway Truck Travel Time Reliability (TTTR) Index was 1.40 in 2020, compared to 4-year target of 1.95, as shown in Figure 9. In 2019 (prepandemic), TTTR was 1.89, just below the 4-year target.

**Highway Truck Time Reliability**

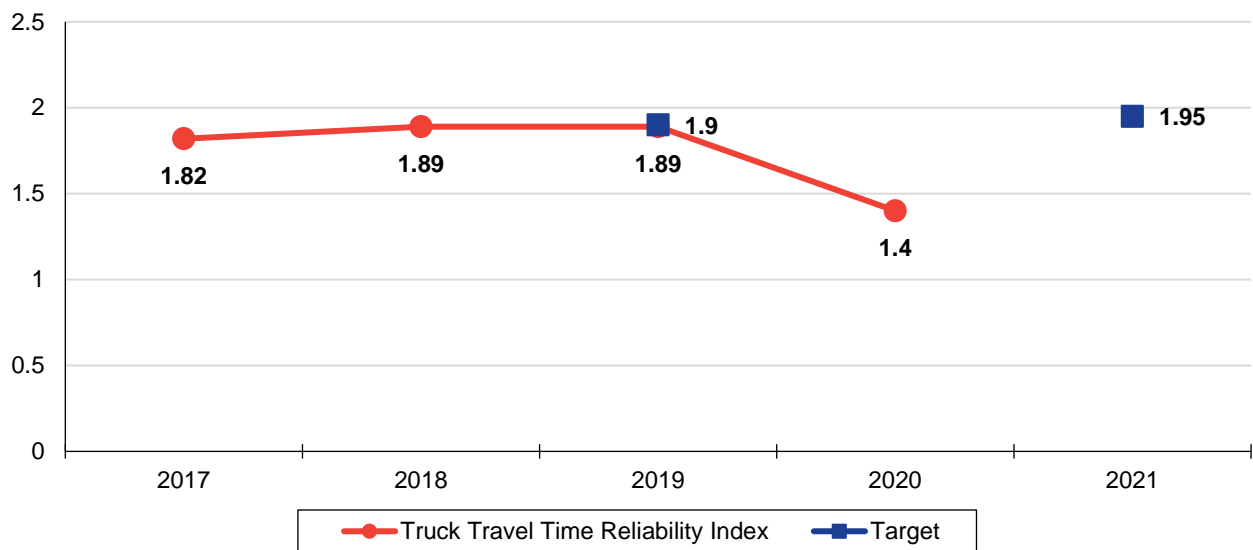


Figure 9. New Jersey Interstate Highway Truck Time Reliability.

Source: FHWA Transportation Management Dashboard.

## INVESTMENT STRATEGIES TO ADDRESS FUTURE PERFORMANCE

### Summary

The SCIS update is informed by long-range system plans and short-term capital plans/programs from NJDOT, NJ Transit, SJTA, and NJTA. These include the 4-year NJDOT TAMP, the 10-year strategic plan from NJ Transit and NJTA, and Capital Programs from NJDOT, SJTA, and NJTA. Each document was reviewed to determine the alignment between agency initiatives and recommendations to the four statewide Strategic Goals (Infrastructure Preservation, Safety, Mobility and Congestion Relief, and Mass Transit). This section communicates how the implementation of those plans, studies, and other relevant documentations link to and advance the aforementioned system goals. The section is organized to frame recommendations under the goal areas of Infrastructure Preservation, safety, mobility and congestion relief, and mass transit needs/areas and by NJDOT and their partner agencies. A table assessing the TTFA requirements status in each documentation (Refer Appendix), with findings summarized below:

- NJDOT in its TAMP has investment strategies for the State’s infrastructure described at a high level. Public transportation categories are absent, as those fall under the direct purview of NJ Transit.
- The NJDOT Capital Program is a fact sheet of projects under NJDOT’s inventory and does not include details on goals and strategies.
- The NJ Transit Strategic Plan and Capital Plan together are a comprehensive report complying with most requirements. The requirements for material prioritization are addressed in the Strategic Plan at a high level.
- NJTA addresses most requirements that fall under its purview, however the wide horizon of the SCIS requirements and limited area of jurisdiction for NJTA results in a gap-filled matrix.

### Strategic Goal Areas (10 pages)

#### *Infrastructure Preservation*

Table 3. Statewide Constrained Investment for Infrastructure Preservation—Summary (\$ Billions)

Core Mission	Agency	2023	2024	2025	2026	2027	5-Year Total
Infrastructure Preservation	NJDOT & NJ Transit	2,623	2,164	2,298	2,222	2,244	11,551
	NJTA	398	319	438	206		1361
	SJTA	14	56	46	19	17	152
	<b>Total</b>	<b>3,035</b>	<b>2,539</b>	<b>2,782</b>	<b>2,447</b>	<b>2,261</b>	<b>13,064</b>

New Jersey’s population is forecasted to grow by 4.2 percent between 2020 and 2040, representing an increase of 381,938 people. As New Jersey’s population and work force

continue to increase, public transportation will become ever more necessary and feasible—as will the need to address the backlog of pavement and bridge projects and perform routine maintenance and renewal on all transportation infrastructure. To achieve these goals, NJDOT aims to reduce the number of deficient bridges by 50 percent on the State highway system through rehabilitation and replacement; and achieve and maintain a minimum of 80 percent of the State highway system roadways in acceptable condition (SOGR), with no more than 20 percent State highway system deficient, through preventative maintenance, rehabilitation and reconstruction, and resurfacing projects.

Another priority is to divert as many trips as possible to public transportation, walking, and bicycling; move some trips to other times of the day; and eliminate some trips entirely to help ease congestion for those people who must be on the roadways, especially during rush hours. New Jersey's new statewide Traffic Management Center is focused on using state-of-the-art intelligent transportation systems to manage traffic flow, respond to incidents, and provide real-time travel information to both motorists and operations personnel.

#### NJDOT

NJDOT is tasked with providing a safe, reliable roadway system to the residents of New Jersey while achieving and maintaining a State of Good Repair for transportation infrastructure assets through focused investments.

**(i) NJDOT Pavement Investment Strategy:** The investment strategy for SHS pavements is to increase reservation expenditures that prevent pavement assets from deteriorating to a point of requiring even greater investment. The pavement investment strategy prioritizes pavement treatments to maximize the benefits in terms of long-term cost savings and network performance by improving pavement conditions. The overall investment strategy is driven by cost effectiveness, prioritizing funding for the most cost-effective treatments first, (preservation and resurfacing) and allocating the remaining funding based on individual project deliverability.

**(ii) NJDOT NBIS Bridge Investment Strategy:** The investment strategy for SHS bridges consists of increasing expenditures on preservation treatments to prevent a bridge from deteriorating to a point of requiring even greater investment, as well as prioritizing rehabilitation and reconstruction treatments to improve the conditions of several key bridges, to reduce lifecycle costs, and to improve network conditions for travelers.

**(iii) Investment Strategy for the NHS:** The NJDOT investment strategy for the SHS is the foundation for the NHS investment strategy. NJDOT manages its pavement and NBIS bridge assets without distinguishing between assets on or off the NHS. The investment level on NJDOT NHS pavement is projected to be 88 percent of the total NJDOT pavement investment. That level of investment reflects the percentage of SHS pavement lane miles on the NHS. The level of investment on NHS bridges is projected to be 85 percent of the total NJDOT bridge investment, slightly higher than the 81 percent of SHS bridges by deck area on the NHS.



*Proposed Projects:*

The 2030 LRTP envisions a league of projects that will invigorate New Jersey's transportation infrastructure:

- Widen the NJ Turnpike, the Garden State Parkway, and the Atlantic City Expressway (AC Expressway).
- Construct approximately 1,340 miles of sidewalk, 600 miles of shared-use paths and 35 pedestrian and/or bicycle bridges.

NJ Transit

In its 10-year Strategic Plan, NJ Transit establishes the need to ensure the reliability and continued safety of the transit system as one of its goals through strategies including investing in infrastructure improvements, expanding Trans-Hudson capacity, replacing aging infrastructure, and rehabilitating/expanding facilities like bus garages.

*Proposed Projects:*

The Capital Plan provides detailed project sheets relevant for future investments for NJ Transit:

- **Access Link:** NJ Transit's paratransit program, Access Link, provides accessible public transportation for customers throughout the State. If funded, a new **Access Link garage** owned by NJ Transit would likely be sited in region 5, a location that would provide a dedicated storage and maintenance facility for over 35 percent of the Access Link fleet. The new garage would be constructed with solar panels on the roof, modern fleet diagnostics and maintenance equipment, and space for electric charges for zero emission paratransit buses. The project has been estimated at a cost of 59 million U.S. dollars (USD).

**NJ Transit Identified Projects**

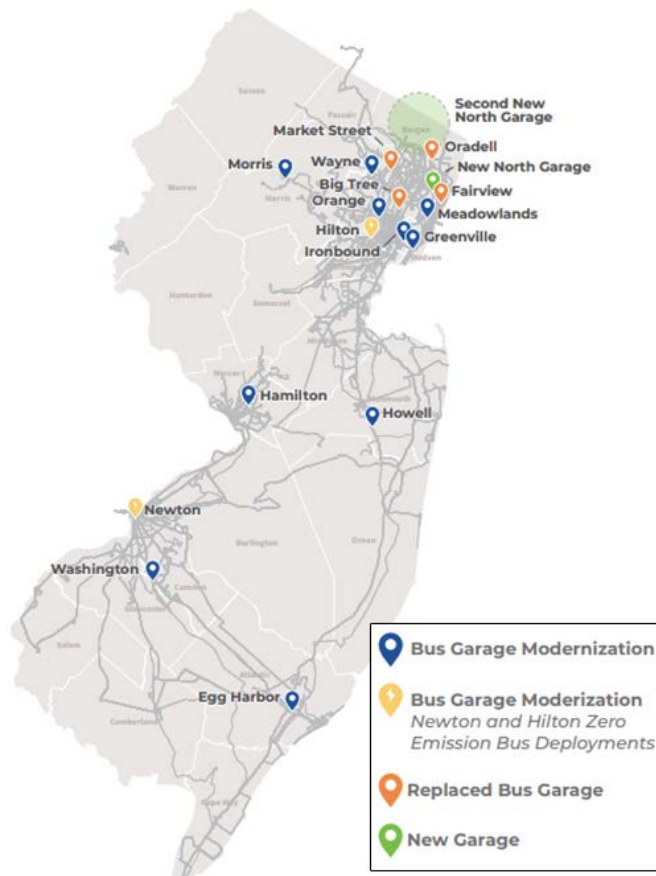


Figure 10. Projects Identified in the NJ Transit Capital Plan.

Source: Lane Departure Crash Occurrence by County.

- **Bus Garage:** The **Northern Bus Garage project**<sup>4</sup> would construct a new 400- to 500-bus garage, which would increase the bus storage and maintenance capacity of the NJ Transit Bus Network to match the current bus fleet size and allow for future service expansion.
- **Bus Garage Modernization Program**<sup>5</sup> (**Zero Emission Bus Fleet Ready**): The project will convert five NJ Transit bus garages for zero emission vehicle operations. These five garages (Wayne, Hilton, Greenville, Hamilton, and Newton Avenue) have been selected for the first phase of electrification due to their limited range, level of service and impact on ridership capacity.
- **Bus Infrastructure:** The Capital Plan outlines nine infrastructure projects under its Bus Infrastructure category. The **Walter Rand Transportation Center**

<sup>4</sup> The Northern Bus Garage has achieved funding of 73.42 million USD and awaits funding for 462.58 million USD.

<sup>5</sup> The Bus Garage Modernization Program has achieved initial funding of 28.52 million USD and awaits 1,115 million USD in funding for Phase I, II and III.

**Redevelopment**<sup>6</sup> will replace and expand the current Walter Rand Transportation Center to accommodate growth throughout Camden County. The **North Bergen Park & Ride Parking Garage**<sup>7</sup>, and **Passaic Bus Terminal Redevelopment**<sup>8</sup>, would replace and augment existing bus shelters with new enhanced bus shelters and replace the existing Passaic Bus Terminal turn-out with a new off-street terminal facility. The new shelters would include solar panels to power lighting and enhance the customer experience. The **Princeton Transitway**<sup>9</sup> will implement a new surface transportation route to serve the Princeton area.

## NJTA

Plans will need to be developed and implemented to achieve the goals for evaluating the state of repair of NJTA assets. NJTA annually measures and compares the following assets: Pavement Markings, Pavement, Median Barrier and Guide Rail, Signing, Lighting, Drainage Systems, Bridges, Maintenance Equipment, Facilities, and Technology. The Authority endeavors to maintain the facility pavement markings in good condition to allow customers to safely travel roadways, and aims to have 95 percent of the pavement markings meet retro reflectivity standards by 2025 and annually thereafter. Looking forward NJTA also aspires to achieve the following objectives:

- Replace 100 percent of legacy changeable message (drum) signs by 2029.
- Repair crash-damaged roadside protection priority features within 24 hours of an incident.
- Meet or exceed rating score of 3.5 (out of a scale of 5.0) for 100 percent of all pavement conditions.
- Ensure zero flooding on system from 100-year event by 2029.

### *Proposed Projects:*

- **Bridge Construction, Preservation and Security:** The project intends to either replace, rehabilitate, or reconstruct, on a case-by-case basis: Turnpike (TPK) Bridges (W110.42, W111.48, W112.72B) and TPK Interchange 17. Other actions include deck reconstruction, ramp replacement, and deck rehabilitation. The project has been estimated to be about 1,460,000,000 USD spread across five years between 2022–2026.

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<sup>6</sup> The Walter Rand Transportation Center Redevelopment has secured initial funding of 1.5 million USD and awaits requested funding of 273.46 million USD.

<sup>7</sup> The North Bergen Park & Ride Parking Garage has an existing funding of 4.2 million USD and awaits approval for 124.75 million USD.

<sup>8</sup> The Passaic Bus Terminal Redevelopment has secured its full funding of 5.58 million USD.

<sup>9</sup> The Princeton Transitway has achieved an initial funding of 0.32 million USD and awaits the requested funding of 61 million USD.

- **Pavement Resurfacing:** The five-year project between 2022–2026 will focus on resurfacing various locations under NJTA at an estimated cost of 526,624,000 USD.
- **GSP Capacity Enhancements:** The project intends to create preliminary and final designs for the Mainline capacity enhancements for the interchanges 129-142, 129-131 and 154-163. The project has been estimated to be about 17,255,000 USD spread across five years between 2022–2026.

**SJTA**

SJTA assumes operational responsibilities for the AC Expressway, Atlantic City International Airport terminal, and parking facilities in Atlantic City. It also serves six counties: Atlantic, Camden, Cape May, Cumberland, Gloucester, and Salem. In its capital improvement plan, SJTA refers to over seven projects that focus on improving existing infrastructure.

*Projects:*

- **AC Expressway:** An inventory of projects prepared under the capital improvement plan focuses on resurfacing, upgrading tunnel lighting, lane widening, and other relevant additions on the AC Expressway. Estimated to cost over 27.4 million USD, the projects will provide resiliency and sustainability solutions without creating major right-of-way impacts. Project schedules for these projects range from 3 to 12 months.

**Safety**

Table 4. Statewide Constrained Investment for Safety—Summary (\$ Billions)

Core Mission	Agency	2023	2024	2025	2026	2027	5-Year Total
Safety	NJDOT & NJ Transit	167	175	207	205	173	927
	NJTA	439	407	355	164		1365
	SJTA	9	154	6	5	22	197
	<b>Total</b>	<b>615</b>	<b>736</b>	<b>568</b>	<b>374</b>	<b>195</b>	<b>2,489</b>

Safety is a core component for all plans reviewed as part of the SCIS update. Agency-to-agency safety means a safe passage for drivers and passengers and a safe work environment for the transportation agency staff. New Jersey continues to prioritize improving safety on highways, Multimodal Transportation Facilities, as well as the public health and safety of motorists, pedestrians, cyclists, and other users of the transportation network by reducing the number of transportation-related fatalities and injuries. A major aspiration is to achieve a 2.5 percent per year reduction in fatalities and serious injuries on all public roads.

**NJ 2025 SHSP Performance v/s NJ 2020 SHSP Goal**

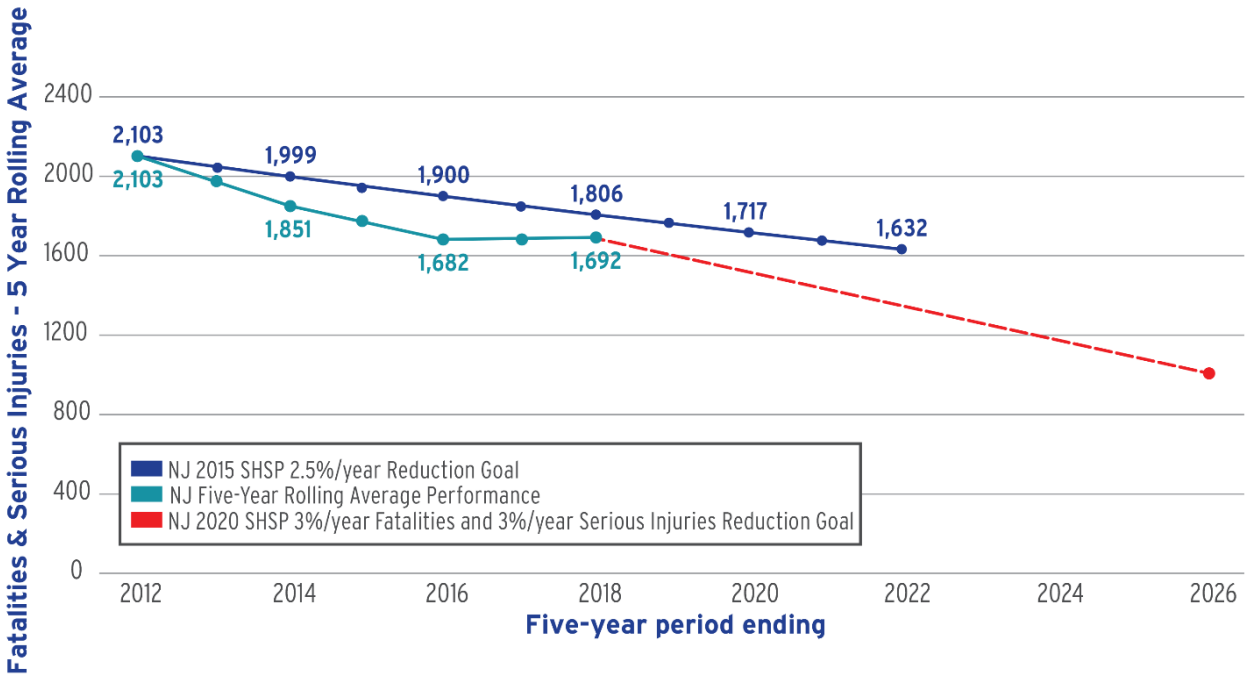


Figure 11. NJ 2015 Strategic Highway Safety Plan (SHSP) Performance versus NJ 2020 SHSP Goal.

Source: SHSP, 5-Year Rolling Average for Fatalities, Serious Injuries and Total Injuries at Intersections.

The State aspires to use funds to support programs to reduce injuries and fatalities and minimize property damage; promote increasing truck parking capacity, whether public or private; and support training to improve security awareness, emergency response, and preparedness to meet national directives on homeland security.

#### NJDOT

NJDOT, in collaboration with various agencies at the State, county, regional, municipal, Federal, and nonprofit level, produced the New Jersey’s 2020 SHSP. The NJ SHSP is a comprehensive five-year plan to reduce fatalities and serious injuries on all of New Jersey’s public roads, with an emphasis on those areas that provide the greatest opportunity for a positive impact on safety. Its overarching performance goals were established in consideration of current crash trends, laws, and technology. The SHSP defines various goal areas that focus on driver safety during lane departure, at intersections, and behavior-wise. The plan also looks at bicyclists and pedestrians and other vulnerable road users while incorporating elements of inclusivity in all goal areas. The plan targets to reduce (fatalities, serious injuries, and total injuries) occurrences by 14 percent over a 3 percent-per-year reduction.

#### Lane Departure Crash Occurrence

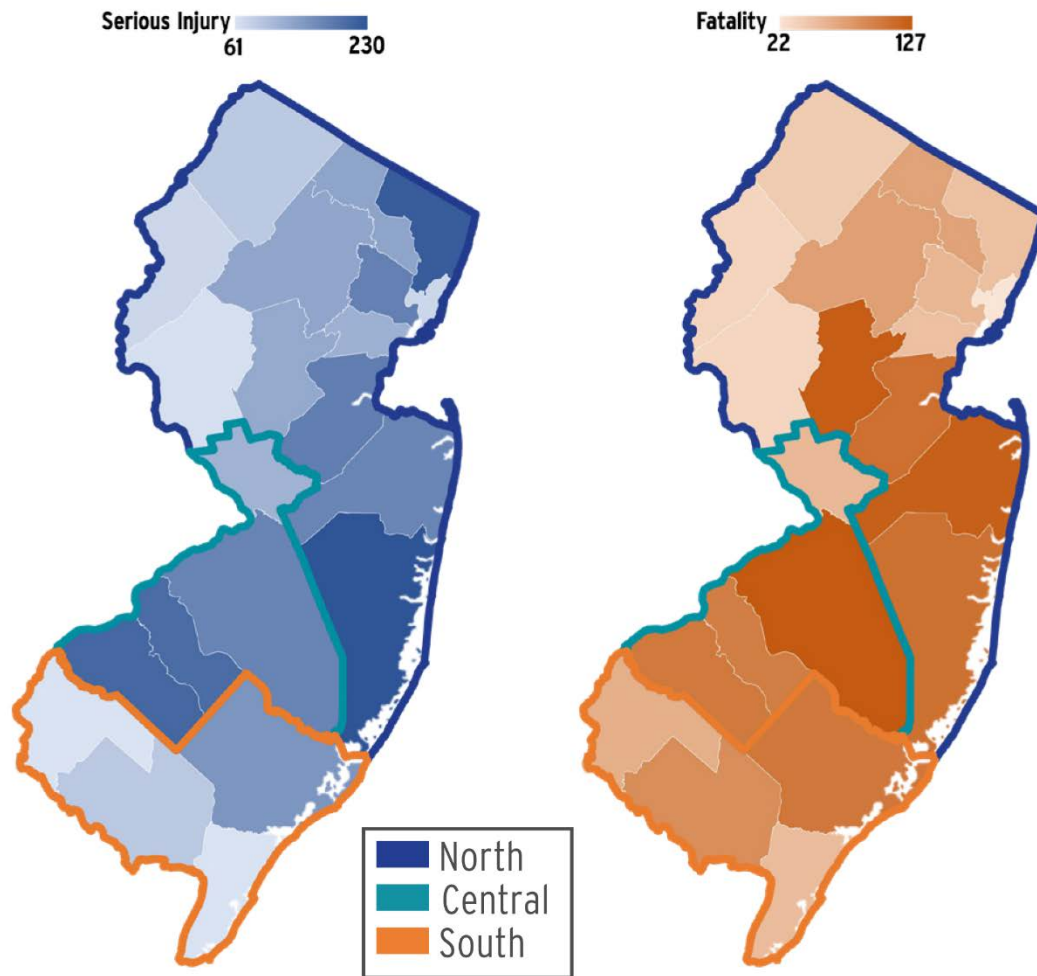


Figure 12. Lane Departure Crash Occurrence by County.

Source: Plan for the AC/Expressway/ACY Direct Connector Realignment.

*Proposed Projects:*

The 2030 LRTP envisions a league of projects that will invigorate New Jersey's transportation infrastructure:

- Complete Phase I of Portway, providing roadway network enhancements to increase safety and improve connections by separating heavy truck traffic from other traffic.

**NJTA**

Safety is one of the core values of NJTA and is a critical component of the agency's mission statement. To provide for the safety of more than 2,000 employees, the Authority utilizes best practices for office and field environments. The Contractors are expected to implement a health and safety plan for all projects and. The contractors must abide by the Occupational Safety and Health Administration (OSHA) regulations and Authority requirements for work zone safety and traffic control. Several initiatives focus on

continued efforts to improve personal safety at service areas and park & ride facilities by maintaining conditions of the locations.

**Average For Fatalities, Serious Injuries, And Total Injuries**

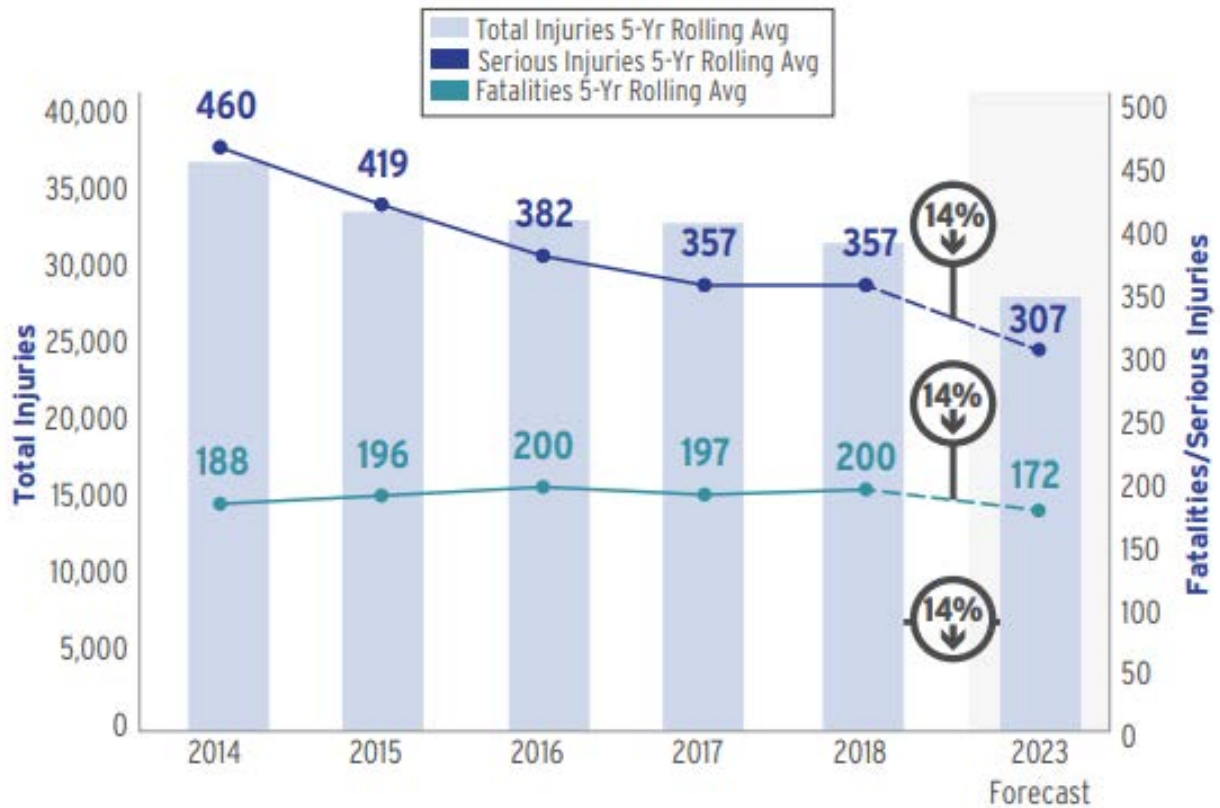


Figure 13. Five-Year Rolling Average for Fatalities, Serious Injuries, and Total Injuries at Intersections.

Source: Existing and Proposed Bus Fleet for NJ Transit.

NJTA plans to reduce annual fatalities per VMT by 5 percent by 2029 by maintaining a state of good repair of the roadways, roadside safety devices, and technologies to provide optimal driving conditions for safe travel. Other strategic targets include reducing annual maintenance personnel incidents by 5 percent by 2029, reducing annual trip and fall incidents in service areas and park and ride facilities by 5 percent by 2029.

*Proposed Projects:*

- **Concrete Barrier:** The project intends to make new improvements to median barrier to improve safety. The project has been estimated to be about 23,000,000 USD spread across five years between 2022–2026.

- **Facilities:** The five-year project will focus on replacing, maintaining, and constructing various facilities under NJTA between 2022–2026 at an estimated cost of 144,771,000 USD.

## SJTA

SJTA considers safety as one its core values and invests heavily in maintaining high standards in safety and security for the employees and the traveling public. Work zone crashes occur in temporary traffic control zones such as construction, maintenance, or utility work zone. Navigating through a work zone is different than navigating a regular roadway and it creates hazardous conditions for the people working in the work zone as well as for drivers.

### Projects:

- **AC Expressway:** This project involves the widening of the AC Expressway to 3 lanes in each direction from milepost 31.6 (Interchange 31) to the western terminus at State Route 42. The project anticipates the reconstruction/replacement of 2 bridges over Route 42 and 2 bridges over the Great Egg Harbor River, as well as the widening/-reconstruction of 16 pipe culverts along the route. Estimated at 150 million USD, the project will be finished with coordination between New Jersey Department of Environmental Protection (NJDEP), Pinelands Commission, NJDOT, multiple Soil Conservation Districts, and various municipalities.

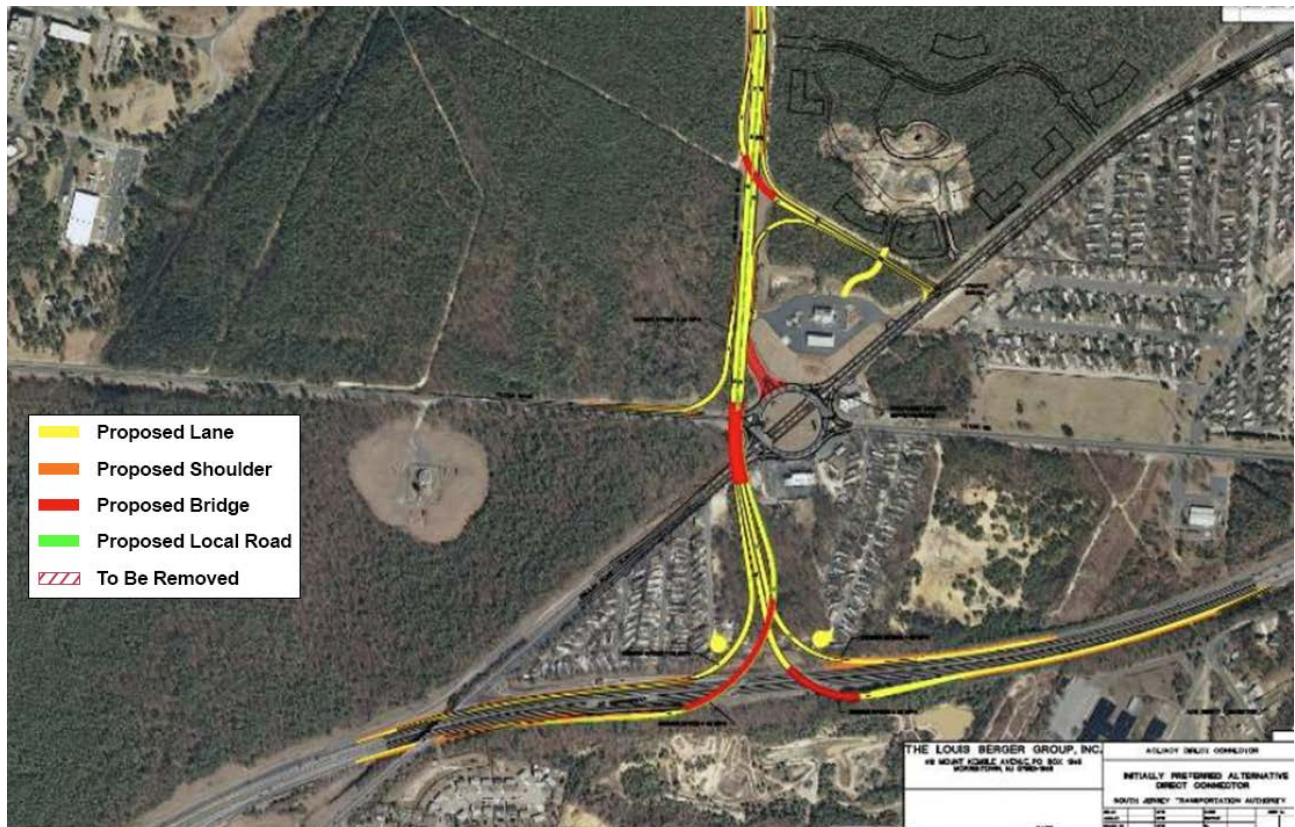


Figure 14. Plan for the AC/Expressway/ACY Direct Connector Realignment.



Source: Concept Illustration for the Regional Rail Station Modernization and Access Program.

- **AC Expressway/ACY Direct Connector:** The project involves the realignment of ramps at AC Expressway Interchange 9, including the construction of four new bridges and the elimination of the Amelia Earhart Blvd Connection to Airport Circle at Tilton Road (CR 563) and Delilah Road (CR 646). The project has been estimated to cost over 60 million and is anticipated to encourage economic development and resiliency in the impact areas.

**Mobility and Congestion Relief**

Table 5: Statewide Constrained Investment for Mobility & Congestion Relief—Summary (\$ Billions)

Core Mission	Agency	2023	2024	2025	2026	2027	5-Year Total
Mobility and Congestion Relief	NJDOT & NJ Transit	210	419	384	418	235	1,666
	NJTA	259	287	483	2,299		3,328
	SJTA	47	47	47	69	9	219
	<b>Total</b>	<b>516</b>	<b>753</b>	<b>914</b>	<b>2,786</b>	<b>244</b>	<b>5,213</b>

The State has been making technological advances to offer efficient and effective solutions to both freight movement and congestion management. A new statewide Traffic Management Center is using state-of-the-art intelligent transportation systems to manage traffic flow, respond to incidents, and provide real-time travel information to both motorists and operations personnel. In addition to advanced technologies, New Jersey is advancing a strategic corridor approach to mitigate bottlenecks, relieve congestion, and improve mobility, reliability, and accessibility. Additionally, NJDOT and NJ TRANSIT work closely with the eight TMAs in the State to reduce travel demand on the roadways. The 2030 Plan assumes strategies to reduce travel demand on the highway system by developing facilities and services that:

- Increase walking and bicycling options and access.
- Improve traffic incident management practices.
- Optimize throughput of existing capacity over building new highway capacity.
- Develop targeted, cost-efficient solutions at heavily congested locations without compromising safety.

## NJDOT

### *Proposed Projects:*

The 2030 LRTP envisions a league of projects that will invigorate New Jersey's transportation infrastructure:

- Limit capacity improvements on highways owned by NJDOT to a total of about 300 lane miles, or about 12 lane miles a year; improve approximately 100 interchanges on State roadways and 100 local intersections to alleviate congestion.
- Implement ITS on about 1,400 miles of roadway.

## NJ Transit

The Strategy Plan for NJ Transit outlines inclusive mobility as one of its goals and aims to ensure a public transportation network that provides inclusive mobility, connecting individuals and communities to employment and educational opportunities, cultural and entertainment destinations, and health services. The strategies to achieve this include modernizing the bus network to meet growing demand and improve service quality, supporting economic growth by introducing new and more-frequent service in underserved areas, developing innovative methods to ensure all customers can access mobility services, and using the agencies' purchasing power to promote equitable, local economic development.

### *Proposed Projects:*

The Capital Plan provides detailed project sheets relevant for future investments for NJ Transit:

- **Access Link:** NJ Transit's paratransit program, Access Link, provides accessible public transportation for customers throughout the State. The Capital Plan estimates about 49.86 million USD in project costs to invest in the **Access Link Fleet Modernization and Expansion Program**<sup>10</sup>. The program would meet projected ridership growth through vehicle expansion as well as maintaining a state of good repair of the Access Link fleet.

## NJTA

NJTA establishes Mobility as one of its five primary strategic goal areas. To satisfy this goal, the Authority seeks to add roadway capacity, where possible, as well as implement technology solutions and modify business practices to help improve mobility without resorting to road widening.

Targets include implementing traffic balancing in identified segments of parkway and turnpike by 2029. The initiative would explore methods that maximize use of the inner and outer roadways, where available, and encourage customers to drive during off-peak

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<sup>10</sup> The Access Link Fleet Modernization and Expansion Program has achieved its full funding of 49.86 million USD.

hours. Congestion relief initiatives at toll collection points, ramps, and mainline sections are expected to reduce travel times during peak periods by 5 percent in identified high congestion areas by 2029.

*Projects:*

- **Other Roadway Improvements:** The five-year project between 2022–2026 will focus on making road barrier improvements, sign and safety replacements, ramp widening, median U-Turns and other miscellaneous improvements on various NJTA assets. The proposed list of projects is estimated to cost about 441,450,000 USD.

SJTA

SJTA has proposed several projects in its Capital Improvement Plan that will ensure congestion management without relying on projects that include fresh construction or lane widening.

*Projects:*

- **Interchange 7 Improvements:** This project involves the realignment of the northbound Garden State Parkway Exit 38B to the AC Expressway westbound, replacing it with a new two-lane “fly-over” ramp. The project will eliminate congestion on the Garden State Parkway during the peak summer season while providing a higher speed and more efficient movement of traffic between the two toll roads. Estimated at 20 million USD, the project will be finished with coordination between NJDEP, Pinelands Commission, New Jersey Turnpike Authority, and Multiple Soil Conservation Districts.
- **All Electronic Tolling & ITS Upgrades:** This project involves the complete conversion of the AC Expressway toll system to a cashless system with construction of toll equipment gantries along the entire length of the Expressway. Customers without an EZ pass will receive a “bill by plate” invoice in lieu of paying a cash toll. The project includes the complete removal of both mainline barrier toll plazas and all existing ramp toll plazas. This systemwide project includes ITS elements like new Dynamic Message Boards, traffic cameras, and other technology for an improved customer experience. Presently under design state and estimated to cost over 40 million USD, the project will offer a variety of benefits once completed, including safety, congestion management, and long-term financial stability for the authority.

**Mass Transit**

Table 6. Statewide Constrained Investment for Mass Transit—Summary (\$ Billions)

Core Mission	Agency	2023	2024	2025	2026	2027	5-Year Total
Mass Transit	NJDOT & NJ Transit	1,594	1,526	1,533	1,526	1,434	7,613
	SJTA	50	50	50			150
	<b>Total</b>	<b>1,644</b>	<b>1,576</b>	<b>1,583</b>	<b>1,526</b>	<b>1,434</b>	<b>7,763</b>

The 2030 Plan acknowledges the need to improve and expand the public transit to ensure that available mobility for those who do not drive. Other benefits include cleaner air,

congestion management, energy efficiency, and reduced user costs. NJ Transit currently provides more than 500,000 bus-passenger trips on an average weekday. A key focus for future investments homes in on fleet expansion and replacement for cleaner alternatives. The State is also working on its Rail and Light Rail services to increase reliability and passenger trips. A shortage of locomotive engineers, disruptions caused by the installation of PTC, and the age of the rail fleet have been key drivers of lower reliability. Overall light rail ridership has grown by 27 percent since 2007. Plans have been proposed to expand certain light rail networks. NJ Transit, under the Americans with Disabilities Act (ADA) mandate, provides paratransit services that have been proposed for changes to ensure a more inclusive mass transit system across New Jersey.

## NJDOT

The 2020 Plan recognizes the need to achieve both expansion and overhaul of portions of the mass transit system. With a large inventory of the projects identified by NJDOT in collaboration with other agencies at the State and/or county level, these projects will counter congestion with multimodal solutions and improve connections.

### *Proposed Projects:*

The 2030 LRTP envisions a league of projects that will invigorate New Jersey's transportation infrastructure:

- **Rail Extension:** The proposed plans will implement the extension of the PATCO Rail, Hudson-Bergen Light Rail Line, Lackawanna Cutoff commuter rail, central New Jersey rail, and a transfer station linking the River LINE and Atlantic City Rail Line. NJDOT also plans to implement the Northern Branch passenger rail restoration, provide new passenger rail service to the Meadowlands and a central New Jersey regional rail station/park-and-ride on the Northeast Corridor.
- **Buses:** The 2030 plan outlines projects that will implement Bus Rapid Transit on the U.S. Route 1 corridor, initiate bus lanes in Monmouth and Ocean counties, implement additional local bus service and increase frequency, and renew focus on expanding BRT in major bus corridors.
- **Other improvements:** Other projects in the pipeline include the River LINE signal improvements, the Northern Branch passenger rail restoration, the Hawthorne-Hackensack diesel multiple unit service, and new and expanded parking at rail stations and on bus corridors.

## NJ Transit

NJ Transit aims to increase its systemwide ridership by 15 percent by 2030, while staying in accordance with the Energy Master Plan, and ensure that 100 percent of buses purchased are zero emissions vehicles by 2032. NJ Transit will partner with communities and developers to encourage Transit-Oriented Development (TOD), convert to 100 percent clean energy by 2050, and enhance the system's resilience to extreme climate events. NJ Transit also aims to produce an NJ Transit sustainability plan by 2023.

*Proposed Projects:*

The Capital Plan provides detailed project sheets relevant for future investments for NJ Transit:

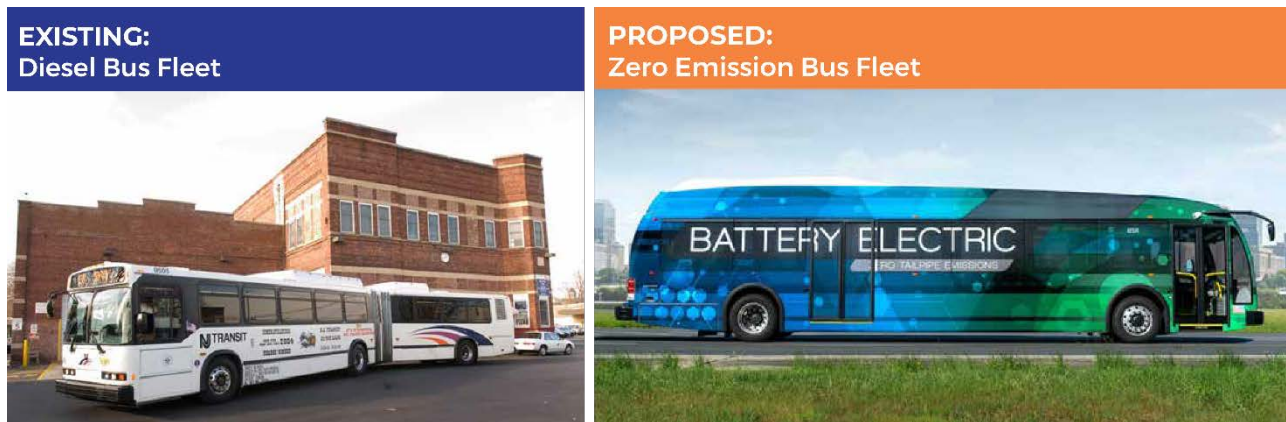


Figure 15. Existing and Proposed Bus Fleet for NJ Transit.

Source: Capital Plan Projects, Progress and Unconstrained Cashflow, NJ Transit.

- **Bus Fleet:** The NJ Transit bus system provides statewide mass transit accessibility from many locations throughout the State. The existing bus fleet consists of various bus types that all run-on diesel fuel. When funded, replacement of NJ Transit bus fleet with new zero emission technology would reduce the carbon footprint of NJ Transit, reduce emissions in urban areas, while providing the same high-level service to New Jersey communities. The Capital Plan proposes a **Fleet Replacement Program**<sup>11</sup> with the goal of replacing buses, scheduled in order of age, until all buses within the NJ Transit fleet are operating within their anticipated service life and the average age of the fleet has decreased significantly.

<sup>11</sup> The Fleet Replacement Program has an existing partial funding of 281 million USD and awaits approval for 4,194.25 million USD. Ongoing fleet replacement projects have invested additional 937.37 million dollars into the program.

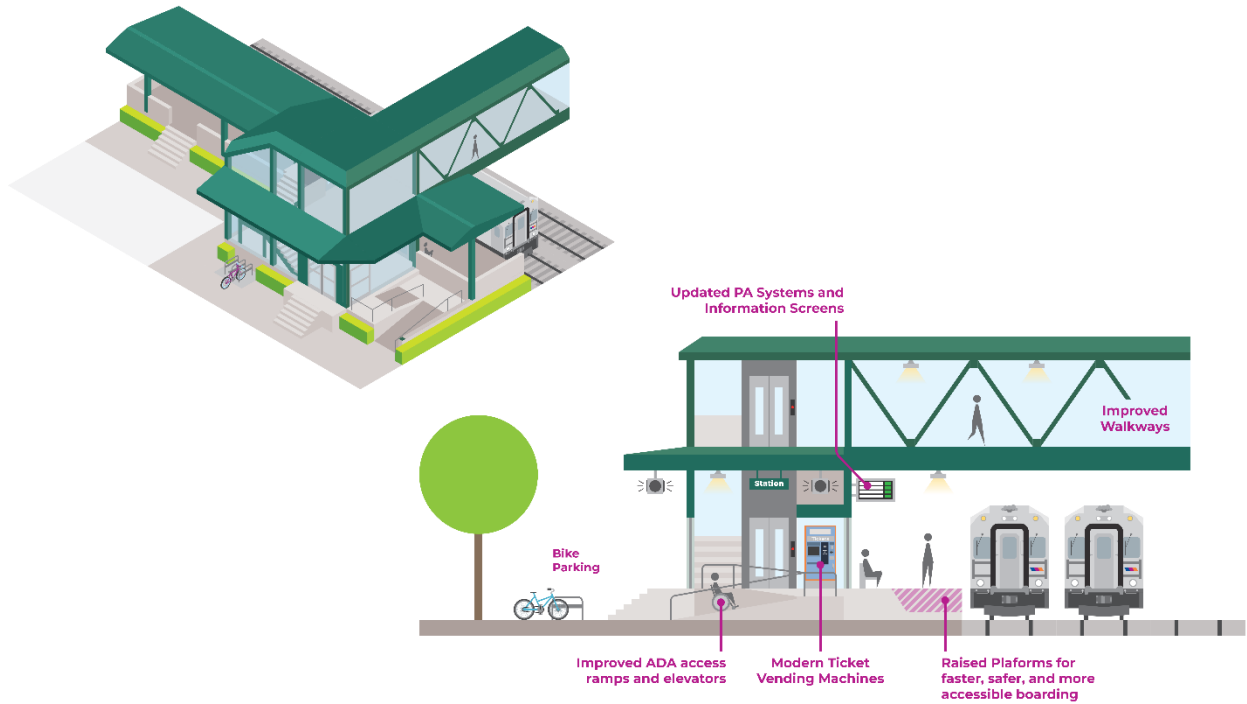


Figure 16. Concept Illustration for the Regional Rail Station Modernization & Access Program.

Source: Capital Plan Projects, Progress and Unconstrained Cashflow, NJ Transit.

- Regional Rail Station Modernization & Access Program:**<sup>12</sup> In an ongoing effort to improve passenger safety and accessibility across its rail system, and to further respond to the requirements of the ADA, NJ Transit has identified a list of stations it intends to make accessible as part of this plan. The project would construct high-level platforms, elevators, ramps, pedestrian overpasses, widened sidewalks, and access paths where appropriate. In addition, all 30 stations would receive basic state of good repair upgrades. Stations are prioritized according to physical conditions, current and projected ridership, local demographics, and potential environmental impacts.

<sup>12</sup> The Regional Rail Station Modernization & Access Program has existing funding of 2.86 million dollars and awaits 787.14 million dollars in funding.

## APPENDIX

### Crosswalk Table

#### ***SCIS requirements in the TTF Act versus FY2013–2022 SCIS***

The following requirements have been identified in the TTF Act (relevant to the SCIS documentation):

- **An appropriate transportation system:** provide for a multimodal, intermodal, seamless technologically advanced, and secure transportation system.
- **Investment for major programs:** recommendations should be made for program categories.
- **Goal setting for State's infrastructure:** set overall goals for investment in the State's infrastructure.
- **Develop program targets and performance measures:** describe statewide performance targets in infrastructure preservation, safety, mobility and congestion relief and mass transit correlated to federally required targets and measures.
- **Assess infrastructure conditions:** assess bridge conditions, pavement conditions, bridge, traffic and pedestrian safety, traffic congestion and public transit facilities.
- **Utilize cost-effective materials and treatment:** set as a priority the utilization of efficient cost-effective materials and treatments.
- **Use cost-effective materials at special priority (Optional):** in appropriate circumstances for the use of microsurfacing and cold-in-place recycling, the department shall establish as a special priority the use of these materials and surface treatments.
- **Capital Investment Strategy:** shall include, but not be limited to, reduction of vehicular and pedestrian accidents, reduction in the backlog of projects, including one-half of the structurally deficient bridge repair projects and pavement deficiencies, and an increase in lane miles of bicycle paths, with a goal of constructing an additional 1,000 lane miles of bicycle paths in five years to reduce traffic congestion and for recreational uses.
- **Annual Transportation Capital Program:** shall include proposed projects of both the DOT and the New Jersey Transit Corporation. The program shall be consistent with, and reflective of, the goals and priorities of the Capital Investment Strategy and the program shall include an explanation which demonstrates how it is consistent with, and reflective of, the goals and priorities.
- **Ensure a state of good repair for public transportation system:** shall deal with the overall goal to keep the public transportation system in a state of good repair.

- **Replace the current diesel bus fleet:** present a strategy and a preliminary timetable for the replacement of the current diesel bus fleet with a fleet of buses which have reduced emission of air pollutants.
- **Support rail operation:** the document shall include the State financial assistance to support operation of the incremental service for the first three years and the projected fare box recovery ratio at the commencement of the fourth year of operation of each project.
- **Investment of capital funds for public transportation projects:** detail the planned investment of capital funds for public transportation projects of companies other than the New Jersey Transit Corporation engaged in the business of providing motor bus transportation.



Table 7. SCIS Requirements in the TTF Act versus FY2013–2022 SCIS.

TTF Requirements for SCIS	Provide for an Appropriate Transportation System	Investment for Major Programs	Goal Setting for State's Infrastructure	Assess Infrastructure Condition	Prioritize Cost-Effective Materials and Treatment	Develop Program Targets and Performance Measures	Capital Investment Strategy	Annual Transportation Capital Program	Ensure A State of Good Repair for Public Transportation System	Replace the Current Diesel Bus Fleet	Support Rail Operation	Investment of Capital Funds for Public Transportation Projects
FY2013–2022 SCIS	*Compliant*	Annual Statewide Constrained Investment Targets (s.4)	NJ LRP Goals (s.15)	NJDOT Performance Indicators (s.13)	NJDOT Road Assets-Pavement Investments (s.23)	NJDOT Performance Indicators 9 (s.13)	NJ LRP Goals (s.15)	Mentioned as part NJDOT's Asset Management (s.12)	Infrastructure Preservation & Safety Management (s.28)	N/A	N/A	N/A
NJDOT 2019 TAMP	3.4 Policy and Objectives (p.52)	N/A	8. Investment Strategies (p.147)	2.3.3 Baseline and Historic Pavement Conditions (p.36)	8.2.2 NJDOT Pavement Investment Strategy (p.148); Use of Improved Materials and Systems (p.100)	2.5 National Highway Performance Program Targets (p.42)	8.2.4 SHS Funding Needs and Gaps (p.152)	ATCP mentioned in "7.2.1 New Jersey Transportation Trust Fund"(p.128)	N/A	N/A	N/A	N/A
NJDOT 5-year Capital Program	N/A	*Compliant*	N/A	N/A	N/A	N/A	N/A	N/A	*Compliant*	N/A	*Compliant*	N/A
NJ Transit Strategic Plan 2030	*Compliant*	Goal 1: Ensure the reliability and continued safety of our transit system (p.11)	Our Goals (p.9)	Strategy 1.7: Invest in critical safety infrastructure and programs: Invest in critical safety infrastructure and programs (p.14)	Strategy 5.3: Streamline procurement processes to accelerate projects (p.35)	N/A	*Compliant*	N/A	Strategy 1.5: Enhance fleet reliability through replacement and preventative maintenance programs (p.13)	Strategy 4.2: Convert to 100 percent clean energy by 2050 (p.29)	NJ Transit Strategic Plan 2030	*Compliant*
NJ Transit Capital Plan 2021	*Compliant*	Capital Plan Financial Summary (Appendix A1)	NJT2030 Strategic Goals (p.9)	Evaluation Criteria (p.32)	N/A	Enterprise Asset Management (EAM) (p.35)	4 Updated Capital Plan Process (p.31)	N/A	*Compliant*	2.5 Rolling Stock (p.20)	NJ Transit Capital Plan 2021	*Compliant*
NJTA Strategic Plan 2020–29	N/A	*Compliant*	3.1 Establishment of Goals (p.7)	International Roughness Index (IRI) used for evaluation, "Goal 3.5"(p.38)	N/A	N/A	*Compliant*	N/A	N/A	N/A	N/A	N/A
NJTA—Capital Plan	N/A	*Compliant*	N/A	Interpreted as benefits from project execution (Implies infrastructure conditions assessment at back-end)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NJTA—2022–26 Capital Projects Summary	N/A	*Compliant*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SJTA Capital Program	N/A	*Compliant*	N/A	Interpreted as benefits from project execution (Implies infrastructure conditions assessment at back-end)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NJ SHSP (2020)	N/A	N/A	3: Emphasis Areas (p.25)	Mapping and assessment of high-risk locations to use the latest safety hardware, "Emphasis Areas"(p.35)	N/A	Performance-based Approach (p.22)	N/A	N/A	N/A	N/A	N/A	N/A

## Project Summary Sheets

Table 8. Capital Plan Projects, Progress and Unconstrained Cashflow (NJ Transit).

Project Name	Total Estimated Project Costs (2020 Dollars)	5-Year Estimated Total Project Cost	FY26—30 Estimated Total Project Cost	FY30+ Estimated Total Project Cost
<b>Bus Garages</b>	<b>\$2,680.01</b>	<b>\$1,017.51</b>	<b>\$994.50</b>	<b>\$668.00</b>
<i>Expansion</i>				
Northern Bus Garage *Excludes Property Acquisition Cost	\$36.00	\$36.00	0.00	0.00
Existing Funding *Includes Same Strategic Land Purchase	73.42	73.42	0.00	0.00
Requested Funding	462.58	462.58	0.00	0.00
Second Northern Bus Garage	392.00	3.00	111.00	278.00
Requested Funding	392.00	3.00	111.00	278.00
<i>Modernization</i>				
Bus Garage Modernization Program	1,143.52	471.51	574.00	98.00
Existing Funding—Wayne Early Action Rehabilitation	28.52	28.51	0.00	0.00
Requested Funding—Phase I	266.00	266.00	0.00	0.00
Requested Funding—Phase II	537.00	177.00	360.00	0.00
Requested Funding—Phase III	312.00	0.00	214.00	98.00
<i>Garage Replacement</i>				
Bus Garage Modernization Program	608.50	7.00	309.50	292.00
Requested Funding	608.50	7.00	309.50	292.00

Table 9. Capital Plan Projects, Progress and Unconstrained Cashflow (NJ Transit).

Project Name	Total Estimated Project Costs (2020 Dollars)	5-Year Estimated Total Project Cost	FY26—30 Estimated Total Project Cost	FY30+ Estimated Total Project Cost
<b>Bus Fleet</b>	<b>\$6,571.09</b>	<b>\$1,237.12</b>	<b>\$1,243.40</b>	<b>\$3,625.00</b>
<i>Zero Emission Buses</i>				
Bus Fleet Electrification Implementation Program	310.50	4.50	306.00	0.00
Requested Funding	310.50	4.50	306.00	0.00
Electric Bus Fleet Early Deployment	38.88	38.88	0.00	0.00
Existing Funding—Infrastructure/Charging Stations Newton	4.94	4.94	0.00	0.00
Existing Funding—Newton Bus Purchases	8.84	8.84	0.00	0.00
*Funding awarded but not obligated—Hilton Bus Purchase FY20 Award	10.10	10.10	0.00	0.00
Requested Funding—Hilton Infrastructure	15.00	15.00	0.00	0.00
Zero Emission Bus System Design and Investment Planning Study	9.50	9.10	0.40	0.00
New Requested Funding	9.50	9.10	0.40	0.00
<i>Fleet Replacement</i>				
Bus Fleet Replacement—Cruiser Buses	799.58	334.55	0.00	0.00
Existing Funding—Cruiser Buses—1222	668.33	203.30	0.00	0.00
Existing Funding—Cruiser Buses—172	131.25	131.25	0.00	0.00
<i>Fleet and/or Capacity Enhancement</i>				
Bus Fleet Replacement—NABI	846.05	423.75	422.30	0.00
Existing Funding—1299	846.05	423.75	422.30	0.00
Bus Fleet Replacement—Articulated Buses	91.32	90.78	0.00	0.00
Existing Funding (85 + 25)	91.32	90.78	0.00	0.00
Bus Fleet Replacement Program	4,475.25	335.55	514.70	3,625.00
Existing Funding: Future Purchases	281.00	156.00	100.00	25.00
Requested Funding	4,194.25	179.55	414.70	3,600.00

Table 10. Capital Plan Projects, Progress and Unconstrained Cashflow (NJ Transit).

Project Name	Total Estimated Project Costs (2020 Dollars)	5-Year Estimated Total Project Cost	FY26—30 Estimated Total Project Cost	FY30+ Estimated Total Project Cost
<b>Bus Infrastructure</b>	<b>\$1,295.57</b>	<b>\$91.07</b>	<b>\$986.01</b>	<b>\$218.00</b>
<i>Public Spaces &amp; Stations</i>				
Walter Rand Transportation Center Replacement	274.97	4.44	270.51	0.00
Existing Funding	1.50	1.48	0.00	0.00
Requested Funding	273.46	2.95	270.51	0.00
Northern Bergen Park & Ride Parking Garage	124.70	5.20	11.50	108.00
Existing Funding Site Preparation	4.20	4.20	0.00	0.00
Requested Funding	120.50	1.00	11.50	108.00
Old Bridge Park & Ride Enhancement	21.50	3.00	18.50	0.00
Requested Funding	21.50	3.00	18.50	0.00
Park & Ride Bus Shelter Modernization Program	75.00	22.00	53.00	0.00
Requested Funding	75.00	22.00	53.00	0.00
Local Bus Shelter Modernization Program	16.50	1.50	15.00	0.00
Requested Funding	16.50	1.50	15.00	0.00
Passaic Bus Terminal Redevelopment	5.58	5.11	0.00	0.00
Existing Funding	5.58	5.11	0.00	0.00
<i>Rapid Surface Transit System</i>				
New Brunswick Rapid Surface Transit Study	10.00	10.00	0.00	0.00
Requested Funding	10.00	10.00	0.00	0.00
Rapid Surface Transit System Development & Design Program	538.00	22.00	406.00	110.00
Requested Funding	538.00	22.00	406.00	110.00
Bergen County Bus Rapid Transit Network	168.00	14.00	154.00	0.00
Requested Funding	168.00	14.00	154.00	0.00
Princeton Transitway	61.32	3.82	57.50	0.00
Existing Funding	0.32	0.32	0.00	0.00
Requested Funding	61.00	3.50	57.50	0.00

Table 11. Capital Plan Projects, Progress and Unconstrained Cashflow (NJ Transit).

Project Name	Total Estimated Project Costs (2020 Dollars)	5-Year Estimated Total Project Cost	FY26—30 Estimated Total Project Cost	FY30+ Estimated Total Project Cost
<b>Access Link</b>	<b>111.36</b>	<b>\$45.12</b>	<b>\$13.00</b>	<b>\$53.00</b>
<i>Fleet</i>				
Access Link Fleet Modernization and Expansion	49.86	42.62	7.00	0.00
Existing Funding	49.86	42.62	7.00	0.00
<i>Technology</i>				
Access Link Electric Vehicle (EV) Pilot Program	2.50	2.50	0.00	0.00
Requested Funding	2.50	2.50	0.00	0.00
<i>Facilities</i>				
New Access Link Garage	59.00	0.00	6.00	53.00
Requested Funding	59.00	0.00	6.00	53.00

Table 12. Capital Plan Projects, Progress and Unconstrained Cashflow (NJ Transit).

Project Name	Total Estimated Project Costs (2020 Dollars)
<b>Rail Infrastructure</b>	<b>\$10,267.97</b>
<i>Bridges</i>	
Raritan River Bridge Replacement	595.00
Existing Funding	595.00
Overhead Bridge Replacement Program	845.50
Requested Funding	845.50
Newark Draw Bridge Replacement & Capacity Enhancement	675.00
Existing Funding	6.00
Requested Funding	670.00
Undergrade Bridge Replacement Program	1,903.00
Requested Funding	1,903.00
South Laurel Ave Bridge Replacement & Clearance Improvement	46.50
Requested Funding	46.50
Brielle Draw Bridge Replacement & Capacity	204.00
Existing Funding	4.00
Requested Funding	200.00
HX Draw Bridge Replacement	269.00
Requested Funding	269.00
Upper Hack Lift Bridge Capacity Enhancement	267.00
Requested Funding	267.00
Shark River Draw Bridge Enhancement	170.00
Requested Funding	170.00
West Front Street Bridge Replacement Study	2.00
Requested Funding	2.00
Morgan Draw Bridge Replacement	236.00
Requested Funding	236.00
<i>Signals &amp; Interlockings</i>	
WC Interlocking Reconfiguration	13.00
Requested Funding	13.00
West Summit Interlocking	96.50
Phase I: Interlocking Relocation	52.00
Phase II: Wall Repair & Drainage Design	3.00
Phase III: Wall Repair & Drainage Construction	16.00
Requested Funding	25.41
Millburn Interlocking Reconfiguration	111.00
Requested Funding	111.00
Dover Interlocking Reconfiguration Study	1.00
Requested Funding	1.00
New Interlocking between Glen and Cedar Interlockings	13.50
Requested Funding	13.50
<i>Stations &amp; Public Spaces</i>	
Newark Penn Station Modernization	454.00
Requested Funding—NPS Special Phase 2.0 Master Plan	159.88

<b>Project Name</b>	<b>Total Estimated Project Costs (2020 Dollars)</b>
Requested Funding	294.12
Newark Penn Station Platform D Improvements	25.80
Existing Funding	25.80
Trenton Station Improvements	49.00
Existing Funding—FRA Grant Funding for Platform & Canopy	29.12
Requested Funding	19.88
Regional Rail Station Modernization & Access Program	790.00
Existing Funding	2.86
Requested Funding	787.14
Perth Amboy	46.82
Existing Funding	46.82
Lyndhurst Station	31.58
Existing Funding	31.58
Roselle Park Station Improvements	23.52
Existing Funding	23.52
Edison Station Improvements	35.50
Requested Funding	35.50
Elizabeth Station Improvements	71.00
Existing Funding	71.00
Jersey Avenue Station	238.00
Requested Funding	238.00
Metuchen Station Improvements	31.00
Requested Funding	31.00

Table 13. NJTA Capital Projects, 2022–2026.

<b>2022–2026 Capital Projects Summary</b>						
<b>OPS Issuance, Construction, and Miscellaneous Contract Awards</b>						
<b>(\$ Thousands)</b>						
<b>Project Type</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Five-Year Total</b>
Bridge Construction, Preservation and Security	\$224,000	\$375,000	\$372,000	\$338,000	\$151,000	\$1,460
GSP Capacity Enhancements	\$4,000	\$0	\$0	\$3,000	\$10,000	\$17,000
TPK Capacity Enhancements	\$143,000	\$259,000	\$287,000	\$480,000	\$2,289,000	\$3,458,000
Concrete Barrier	\$0	\$23,000	\$0	\$0	\$0	\$23,000
Drainage Structures	\$112,000	\$34,000	\$94,000	\$115,000	\$29,000	\$384,000
Facilities	\$30,000	\$41,000	\$38,000	\$15,000	\$21,000	\$145,000
Interchanges	\$0	\$14,000	\$0	\$165,000	\$0	\$179,000
Other Roadway Improvements	\$90,000	\$180,000	\$90,000	\$36,000	\$46,000	\$442,000
Roadway Lighting	\$56,000	\$64,000	\$35,000	\$17,000	\$13,000	\$185,000
Pavement Resurfacing	\$106,000	\$106,000	\$97,000	\$107,000	\$110,000	\$526,000
<b>Total</b>	<b>\$765,000</b>	<b>\$1,096,000</b>	<b>\$1,103,000</b>	<b>\$1,276,000</b>	<b>\$2,669,000</b>	<b>\$6,819,000</b>



# NEW JERSEY TURNPIKE AUTHORITY 2020 LONG-RANGE CAPITAL PLAN

**LEGEND**  
 — County Boundary  
 — Legislative District Boundary

Projects are listed in approximate chronological order for construction

**NJTA**

- GSP & TPK Pavement Preservation Program (system-wide)
- GSP & TPK Hybrid Changeable Message Signs (system-wide)
- GSP & TPK Lighting Upgrade Program (system-wide)
- GSP & TPK Underground Storage Tank Upgrade Program (system-wide)
- GSP & TPK Median Barrier Improvement Program (system-wide)
- GSP & TPK Fiber Optic System Upgrade Program (system-wide)
- GSP Service Area Ramp Widening Program (system-wide)
- GSP & TPK ITS Infrastructure and Software Upgrade Program (system-wide)
- GSP & TPK Over-Weight Vehicle Detection System (system-wide)
- GSP & TPK Bridge Rehabilitation/Replacement Program (system-wide)
- GSP Corrugated Metal Pipe Replacement and Culvert Rehabilitation (system-wide)
- TPK Interchange 17 Ramp Bridge Replacement
- TPK Mainline High-Speed Crossover
- GSP & TPK MSE Wall Replacement Program (system-wide)
- GSP Interchange 6 Completion
- GSP Interchange 13 Completion
- GSP Interchange 17 Completion
- GSP Interchange 20 Completion
- GSP Interchange 29 Completion
- GSP Interchange 40 Completion
- GSP Interchange 80 Completion and Widening between MP 80 - 83
- GSP Interchanges 123 - 124 Completion
- GSP Interchange 147 Completion
- GSP Interchange 153 Improvements
- GSP Interchange 168 Completion
- TPK Interchange 13, Extend Fourth Mainline Lane
- TPK All-Electronic Toll Collection Conversion
- GSP All-Electronic Toll Collection Conversion
- GSP Flood Zone Remediation Between Bass River and Mullica River/Great Egg Harbor
- GSP Mainline Widening Between Interchanges 98 - 125
- GSP Mainline Widening Between Interchanges 129 - 142
- GSP Mainline Widening Between Interchanges 142 - 154
- GSP Mainline Widening Between Interchanges 154 - 163
- TPK Delaware River Turnpike Bridge Replacement (RDG)
- TPK Mainline Widening Between Interchanges 1 - 2
- TPK Mainline Widening Between Interchanges 2 - 3
- TPK Mainline Widening Between Interchanges 3 - 4
- TPK Tremley Point Connector at Interchange 12
- TPK Newark Bay - Hudson County Extension Mainline Widening Between Interchanges 14 - 14A
- TPK Newark Bay - Hudson County Extension Mainline Widening Between Interchanges 14A - 14C
- TPK Westerly Alignment Mainline Widening Between Southern Mixing Bowl - 15W and Replacement of Laderman Bridge
- TPK Westerly Alignment Mainline Widening Between Interchanges 15W - 16M
- TPK Westerly Alignment Mainline Widening Between 16M - North Mixing Bowl and Interchange 16M Ramps

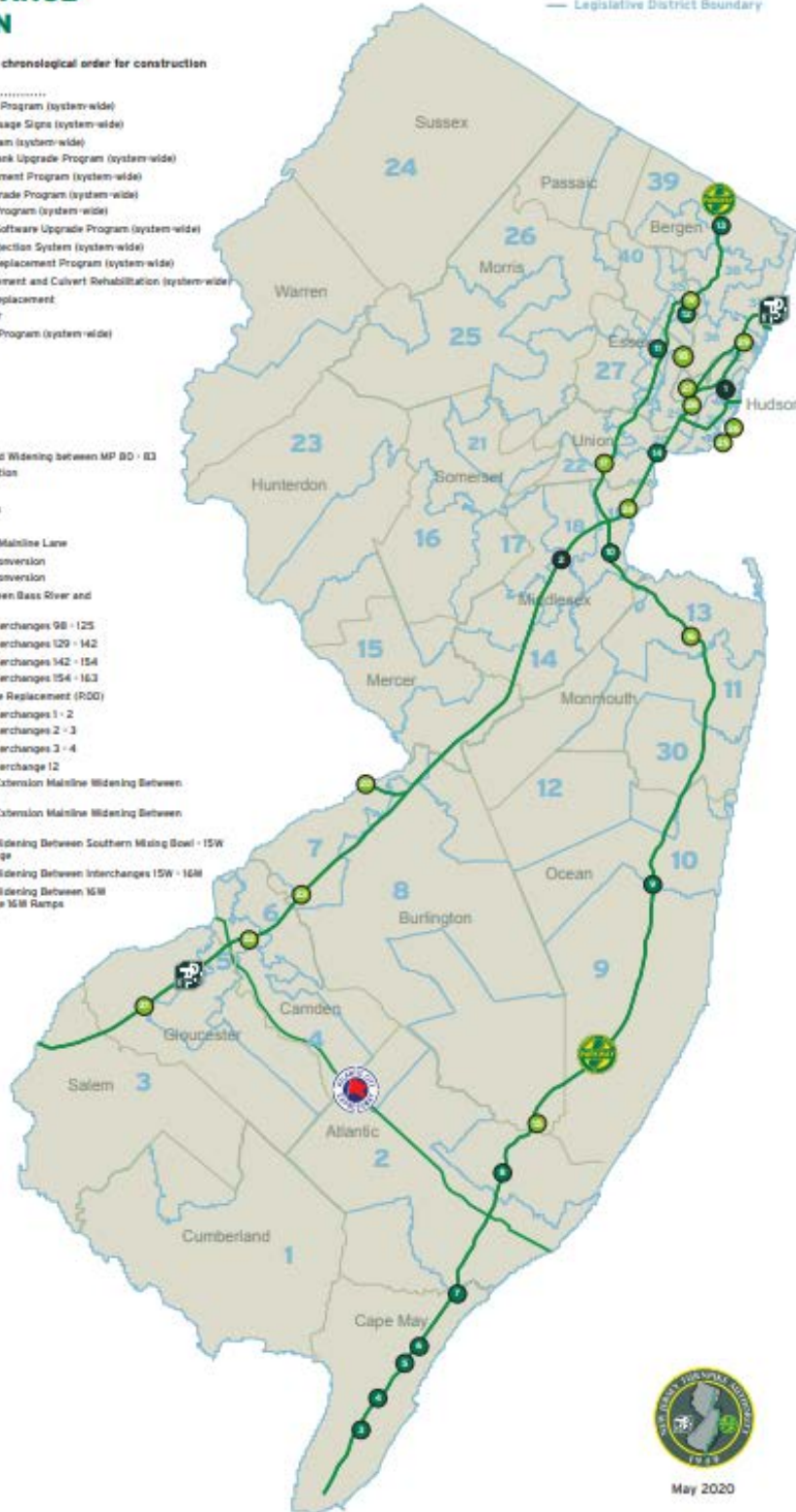
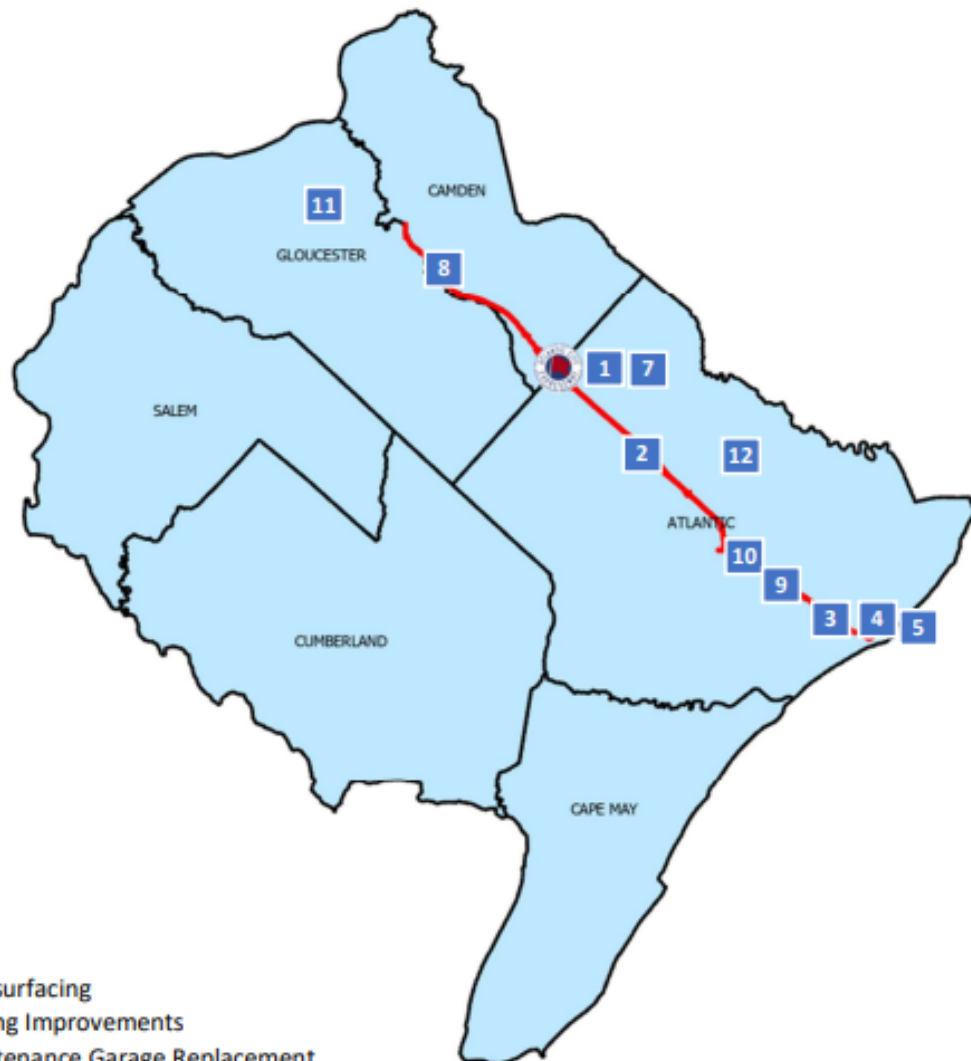


Figure 17. NJTA Capital Plans.

Source: Capital Plan Projects, Progress and Unconstrained Cashflow, NJ Transit.

## SOUTH JERSEY TRANSPORTATION AUTHORITY PROPOSED CAPITAL IMPROVEMENT PROGRAM



1. AC Expressway Resurfacing
2. Interchange Lighting Improvements
3. Pleasantville Maintenance Garage Replacement
4. AC Expressway Connector, Rt 30, Rt 87, Rt 187, AC Corridor Resurfacing
5. AC Expressway Connector & Tunnel LED Lighting Upgrades
6. AC Expressway Fleet Replacement
7. All Electronic Tolling & ITS Upgrades
8. AC Expressway Third Lane Widening
9. AC Expressway Interchange 7 Improvements
10. AC Expressway / ACY Direct Connector
11. Glassboro-Camden Light Rail Line
12. Upgrades to Atlantic City Rail Line

*Note: Project schedules detailed herein do not begin concurrently with the adoption of this Capital Plan*



**APRIL 2020**

Figure 18. SJTA Capital Improvement Program.

Source: NJTA Capital Projects, 2022–2026.

Table 14. SJTA Capital Projects, 2023–2027.

<b>2023–2027 Capital Program Summary</b>						
<b>Planning Purposes – Not Fiscally Constrained</b>						
<b>(\$ Millions)</b>						
<b>Project Type</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Five-Year Total</b>
Bridge Assets	\$4,500	\$1,000	\$4,500	\$10,500	\$10,000	\$30,500
Road Assets	\$4,475	\$4,525	\$4,475	\$4,500	\$5,550	\$23,525
Safety Management Assets	\$5,000	\$150	\$0	\$0	\$0	\$5,150
Congestion Relief	\$97,000	\$97,000	\$102,000	\$69,000	\$9,000	\$374,000
Airport Assets	\$4,570	\$50,075	\$37,125	\$3,375	\$1,275	\$96,420
Airport Safety	\$3,510	\$4,480	\$6,340	\$4,750	\$22,450	\$41,530
<b>Total</b>	<b>\$119,055</b>	<b>\$157,230</b>	<b>\$154,440</b>	<b>\$92,125</b>	<b>\$48,275</b>	<b>\$430,725</b>

Table 15. Capital Planning Documents Analyzed.

<b>Agency</b>	<b>Plan Document</b>	<b>Time Horizon</b>	
<b>NJDOT</b>	NJDOT TAMP	4 years	2019
<b>NJDOT</b>	NJDOT Capital Program	5 years	2019–2023
<b>NJT</b>	NJ Transit Strategic Plan	10 years	2030
<b>NJT</b>	NJ Transit Capital Plan	1 year	2021
<b>NJTA</b>	NJTA Strategic Plan	10 years	2020–2029
<b>NJTA</b>	NJTA—Capital Plan	1 year	2020
<b>NJTA</b>	NJTA—Capital Projects Summary	4 years	2022–26
<b>SJTA</b>	SJTA Capital Program	1 year	2020
<b>NJDOT</b>	NJ Strategic Highway Safety Plan	5 years	2020

Table 16. Source Information for Figures and Tables.

Title	Source	Agency	Page No.
<b>FIGURES</b>			
1. Projected Interstate NHS Pavement Conditions	Transportation Asset Management Plan	NJDOT	7
2. Projected Non-Interstate NHS Pavement Conditions	Transportation Asset Management Plan	NJDOT	8
3. Projected SHS National Bridge Inspection Standard (NBIS) Bridge Performance—CY 2018 to CY 2032	Transportation Asset Management Plan	NJDOT	9
4. New Jersey Roadway Fatality Rate (per 100 Million VMT), 2018–2020	FHWA Transportation Management Dashboard, NJDOT State Strategic Highway Safety Plan	FHWA, NJDOT	10
5. New Jersey Serious Injury Rate (per 100 Million VMT), 2018–2020	FHWA Transportation Management Dashboard, NJDOT State Strategic Highway Safety Plan	FHWA, NJDOT	10
6. Non-Interstate NHS Reliable Person-Miles Traveled	FHWA Transportation Management Dashboard	FHWA	11
7. New Jersey Interstate Highway Reliable Person-Miles Traveled	FHWA Transportation Management Dashboard	FHWA	12
8. NJ Transit Rail and Bus On-Time Performance, FY2017–FY2022	NJ Transit Performance Dashboards	NJ Transit	13
9. New Jersey Interstate Highway Truck Time Reliability	FHWA Transportation Management Dashboard	FHWA	14
10. Projects Identified in the NJ Transit Capital Plan	Bus Garages - Project Sheets.pdf (njtplans.com)	NJ Transit	18
11. NJ 2015 Strategic Highway Safety Plan (SHSP) Performance versus NJ 2020 SHSP Goal	NJ+2020+SHSP+Final+Report+-+09-08-2020.pdf	NJDOT	21
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