

NJT2030

A 10-Year Strategic Plan

JUNE 2020





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Message from Leadership




Phil Murphy
Governor, State of New Jersey

Across the past four decades, millions of New Jerseyans have relied upon NJ TRANSIT to get them to where they want to go—to work, to school, to shop, to visit friends and family, and back home again.

Now, as New Jersey continues on its road back from the COVID-19 pandemic that upended our state and our world, a safe and reliable NJ TRANSIT will be more important than ever.

We entered this year on a strong footing to get NJ TRANSIT right for its riders, who had been saddled by the impacts from years of state divestment and neglect, and prior leadership that left NJ TRANSIT to wither on the vine.

But, it wasn't just a lack of state investment and leadership that failed our commuters. It was also a lack of a clear vision of where NJ TRANSIT, as an organization, was headed.

That was then, and this is now. I am proud to introduce NJT2030, NJ TRANSIT's first-ever, long-term, ten-year strategic plan.

Moreover, this plan comes at a pivotal time, as we begin our road back to economic restart and recovery from COVID-19. It is now that the reforms to NJ TRANSIT's fundamental operations which we have enacted will have their greatest impact. It is now that the investments which have unquestionably improved reliability and performance must be safeguarded.

It is now that we cannot stop bringing on board the new classes of rail engineers, and hundreds of new bus drivers we need to rebuild the depleted ranks of licensed professionals who keep the lines running.


And, now is the time for us to secure NJ TRANSIT's investment in new rolling stock to update its fleet for increased commuter comfort and greater reliability.

These steps, as we all know, are long overdue. And, with the challenges we face because of COVID-19, they take on greater importance. But this is how this strategic plan is supposed to work—to move us beyond discussions of dollars and cents to give us the clear values and vision that those investments will support over the next ten years and beyond.

It all comes down to this: at the end of the day, if a transit system doesn't know where it's going as an organization, it's never going to get there.

With NJT2030, NJ TRANSIT has a clear map leading it to where we know it can be, and where our commuters need it to be. And, all of us will have a new set of standards by which we can track its progress and restoration.




Diane Gutierrez-Scaccetti
Chair, Board of NJ TRANSIT
Commissioner, New Jersey
Department of Transportation

Dear Stakeholder:

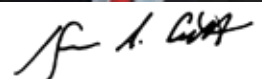
One of the fundamental services provided by government is transportation. New Jerseyans expect—and rightfully so—a strong, safe transportation system that serves everyone. In order to be successful, New Jersey's transportation agencies must plan for their futures. I am pleased to be a part of NJ TRANSIT's first strategic plan that will provide sustained direction to the future of New Jersey's public transportation system.

NJ TRANSIT has come a long way since January 2018. Increased customer engagement, increased locomotive engineer training, increased bus operator hiring are just a few examples of our commitment to improving service to our customers. With the issuance of *NJT2030: A 10-Year Strategic Plan*, NJ TRANSIT has a vision to achieve even higher levels of service through system stability, proper life cycle equipment replacement, and a stronger financial position.

My thanks to Governor Murphy for his unwavering support of the NJ TRANSIT team and to Kevin Corbett and the NJ TRANSIT family for their continued commitment to all NJ TRANSIT customers.






Kevin S. Corbett
 President and CEO, NJ TRANSIT

I'm proud to introduce *NJT2030: A 10-Year Strategic Plan*. NJ TRANSIT has made significant strides in the last two years recovering from nearly a decade of under-investment prior to 2018. However, the absence of a long-term strategic plan and vision was a glaring contributor to the decline in performance and service delivery. As we launch NJT2030, NJ TRANSIT is in the midst of responding to, and coping with, the impacts of the COVID-19 pandemic. This is a global health crisis that has had catastrophic impacts to ridership and revenue. Now, more than ever, we'll be relying on NJT2030 to guide decision-making as we move forward over the next decade.

In any long-term strategic plan, particularly one that is looking ten years ahead, inevitable external events will always occur that may have physical and economic impacts on a public transit system. There have been events such as, 9/11, the Great Recession from 2007-2009 and Superstorm Sandy that had significant impacts on our infrastructure and funding. While the COVID-19 pandemic introduced impacts on an unprecedented scale, it reinforced the need for a long-term strategic plan that is anything but static. NJT2030, our 10-Year Strategic Plan, is an active document that we fully expect to refine as we progress toward 2030. It provides the core strategic vision for our organization, with the flexibility to evolve to meet the ever-changing, and sometimes unexpected, needs of our customers and region.

As we come out of the pandemic, we're also preparing to play a vital role in New Jersey's economic recovery. NJ TRANSIT's first robust and comprehensive 5-Year Capital Plan, which was released concurrent with NJT2030, is not only a roadmap to restoring NJ TRANSIT's infrastructure and equipment but is a considerable vehicle for job creation and economic growth. Through significant capital investment in infrastructure projects guided by our 5-Year Capital Plan we'll be able to achieve "best-in-class" status in the nation's public transportation sector. The Capital Plan, along with NJT2030, provides the blueprint for that recovery and ultimate success.

When fully implemented, NJT2030 will restore NJ TRANSIT's position as one of our nation's most reliable transit systems. But this new plan is not about looking backward. It's about building a system our customers can depend on, while creating a modern, world-class transit network. Although NJT2030's five overarching goals and 26 strategies carve out an ambitious strategic vision for NJ TRANSIT, this plan is really about our customers, and putting them first in every decision we make. It incorporates feedback from customers, elected officials, transit advocates, and other external stakeholders. Based on this feedback, we lay out more than 100 specific strategic initiatives for NJ TRANSIT to achieve between now and 2030, all with the ultimate goal of making NJ TRANSIT a pleasant part of our customers' day; getting them to work, to school, to doctor's appointments—everywhere they need to go—when they need to be there.

I believe that it's important to note that this plan is not meant to be the beginning of NJ TRANSIT's turnaround, simply because that turnaround has already begun. A quick look at the numbers shows NJ TRANSIT has made extraordinary progress since January 2018. Train cancellations were down 35 percent in 2019 compared to 2018, and—before the pandemic hit—we were averaging more than 90 new, additional scheduled bus trips per day. During the two-year period between 2019 and 2020, we will have graduated seven classes of locomotive engineers—the same number of classes that graduated in the previous five years combined. Since January of 2018, we've graduated more than 700 new Bus Operators and hired more than 2,000 union and non-union employees overall. Hundreds of new rail cars and buses are on order to replace older equipment, and in addition to the estimated \$1.8 billion Portal North Bridge Replacement project that is advancing, \$2.3 billion in long-stalled capital projects are now currently underway or soon to enter the procurement process.

Certainly, we know we have a lot of ground to cover before we're delivering the service our customers expect and deserve, but that's exactly where NJT2030 comes in. Through this plan, we will build on the significant progress we've already made, support our state's economic recovery following the COVID-19 pandemic, and lay out a path for our next ten years. Because as Governor Murphy said in his January 2020 State of the State address, "If a transit system doesn't know where it's going, it's never going to get there." We couldn't agree more. NJT2030 will get us there.

NJ TRANSIT Board of Directors



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Our System

NJ TRANSIT operates the country's most geographically-expansive public transportation system, covering over 5,000 square miles in New Jersey and the surrounding New York and Philadelphia metropolitan areas. Our network is the third-largest public transportation system in the nation.

We provide over 260 million passenger trips each year on buses, trains, and light rail. Access Link, our paratransit service, provides over 5,500 passenger trips daily. Our Community Transportation programs provide more than 10,500 additional daily trips across every county in the state, serving areas where our fixed-route services are not available.

NJ TRANSIT was created by the New Jersey Public Transportation Act of 1979 to provide a coordinated, efficient and responsive

statewide public transportation system capable of promoting mobility, economic activity and environmental conservation. Throughout the early 1980s, our system assumed the operation of several financially troubled private bus and rail companies across New Jersey. We upgraded the infrastructure and equipment of these inherited systems and carried out numerous projects that improved connectivity and mobility for New Jersey residents.

Our corporation is led by President & CEO Kevin S. Corbett and a Board of Directors appointed by the legislature and the Governor of the State of New Jersey. Our more than 11,400 employees, including residents from all 21 New Jersey counties, work hard to provide the best possible transportation experience to our customers.



Bus

Our bus system is NJ TRANSIT's most heavily used mode, providing more than 500,000 passenger trips on an average weekday.

Passengers can catch a bus at one of 26 bus terminals and Park & Rides, or more than 19,000 individual stops. With 253 routes covering more than 6,000 miles, our bus service is our most readily-accessible method of transport.

Interstate service to New York provides nearly 210,000 passenger trips daily, mostly from the Bergen-Passaic-Hudson region. North Jersey intrastate service accounts for approximately 207,000 passenger trips, the majority in the Essex-Union-West Hudson region. South Jersey intrastate service consists

of approximately 44,000 passenger trips, primarily in Atlantic and Mercer Counties, while Philadelphia interstate service provides about 16,000 passenger trips daily.

While overall bus ridership today is essentially the same as in 2000, ridership on interstate service between New Jersey and New York City grew by 9 percent during this period and continues to experience significant growth.





Our bus fleet is the largest of our fleets, with more than 3,000 total buses available. These buses are on average about 10 years old. However, given the useful life of a bus is 12 years, much of our fleet is nearing or beyond its useful life and needs replacement.








Rail



Our rail network provides over 300,000 passenger trips on an average weekday. There are 12 lines on 1,000 miles of track, 166 stations and 116 municipalities.

-  Main and Bergen County Lines travel between Hoboken, New Jersey and Suffern, New York. They provide 31,500 passenger trips daily.
-  Meadowlands Line opened in 2009 to connect the Meadowlands Sports Complex and Secaucus Junction.
-  Montclair-Boonton Line connects Hackettstown to Hoboken or NYP and provides 18,800 passenger trips daily.
-  Morris & Essex Line connects Dover to Hoboken or New York Pennsylvania Station (NYP) and the Gladstone Branch connects Gladstone to Hoboken or NYP. The combined line provides nearly 60,000 passenger trips daily.



-  Pascack Valley Line runs between Hoboken, New Jersey and Spring Valley, New York, providing 8,500 passenger trips daily.
-  Atlantic City Line connects Philadelphia to Atlantic City, with about 1,000 passenger trips on an average weekday.
-  Northeast Corridor Line has the highest ridership and connects Trenton to NYP, providing over 122,000 passenger trips daily on average weekdays.
-  North Jersey Coast Line connects the Jersey Shore from Bay Head to Hoboken and NYP, providing over 22,800 passenger trips daily.
-  Raritan Valley Line connects High Bridge to Newark, with some service to NYP, providing over 22,200 passenger trips daily.


Rail ridership increased by 42 percent between fiscal years 2000 and 2019 and ridership is nearly the same today as it was at its 2016 high.

Although the rail system ridership has grown, reliability has not kept pace. Key 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. The average rail car is about 20 years old and some are 40 to 50 years old.

Light Rail

Our three light rail networks provide 82,000 passenger trips daily, triple the amount offered in 2000. They cover 116 miles with 62 stations in 22 different municipalities.

-  Newark Light Rail (NLR) opened as the Newark City Subway in 1935 and was expanded with the Broad Street Extension in 2006. The NLR extends 12 miles and provides 20,000 passenger trips daily.
-  The Hudson-Bergen Light Rail line (HBLR) offers coverage throughout Hudson County and is our most highly-used light rail system, providing over 51,000 passenger trips daily. It has 24 stops along 34 miles of track. First opened in 2000, the system has expanded multiple times. HBLR is operated and maintained as a public private partnership by the 21st Century Rail Corporation.

-  The River LINE is NJ TRANSIT's longest light rail line. Opened in 2004, the line has 21 stops over nearly 70 miles, connecting Trenton and Camden. The Pennsauken Public Transportation Center was added in 2013 to provide connections to Philadelphia and Atlantic City via commuter rail. The River LINE is operated for NJ TRANSIT by the Southern New Jersey Rail Group. The line provides 8,500 trips daily.

Overall light rail ridership has grown by 27 percent since 2007. HBLR experienced the greatest growth among, increasing 48 percent, while River LINE ridership grew by 15 percent, while the Newark Light Rail line's ridership fell by 7 percent.

Access Link



NJ TRANSIT provides Access Link paratransit service, as mandated by the Americans with Disabilities Act (ADA), to eligible people with disabilities who are unable to ride their local bus system. This shared ride service shadows

scheduled bus service within three-quarters of a mile of existing service, charging comparable fares for comparable ride time.

Access Link serves over 58,000 customers with a fleet of 500 minibuses and sedans that provide over 6,500 daily trips. Access Link vehicles are the newest of all NJ TRANSIT's fleets, with an average age of just 3.75 years. Service is provided on-demand as scheduled by customers.

Access Link On-Line, our real-time reservation and monitoring system, allows customers to schedule rides, check trip status, vehicle arrival time and pre-pay fares. Access Link also provides evening reminder calls and imminent arrival text messages or phone calls for ease of customer use.

Our Mission



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.



Our Vision

NJ TRANSIT will be an innovative, world-class public transportation provider that meets the travel needs of every customer.

1 | Teamwork

We break down silos and work cross-functionally to get the job done. Together we are greater than the sum of our parts.

2 | Stewardship

We are responsible for planning our public transportation system's future, securing the public's confidence and protecting our environment for generations to come.

3 | Transparency and Accountability

We use metrics to measure performance and clearly communicate our progress, and deliver on what we promise, earning the trust of our customers and the communities we serve.

4 | Inclusion

We celebrate our diversity. We believe our impact as a public transportation provider and our role as a major employer can help individuals reach their full potential.

5 | Innovation

We embrace a culture of transformation and explore new ideas to deliver for our customers.



Our Values

Our 5 Goals

Our ambitious ten-year plan is necessary to meet our customers' expectations and to deliver high-quality service now and into the future.

1



Ensure the reliability and continued safety of our transit system

2



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

3



Power a stronger and fairer economy for all communities in the region

4



Promote a more sustainable future for our planet

5



Build an accountable, innovative and inclusive organization that delivers for New Jersey

What We Will Deliver



Goal 1:

Ensure the reliability and continued safety of our transit system

We are committed to operating a reliable public transportation system that New Jerseyans and others can count on to safely bring them where they want to go, when they are scheduled to arrive.

Strategies

- 1.1 Create a safe and healthy riding experience for our customers
- 1.2 Invest in targeted rail infrastructure programs to reduce delays and alleviate capacity constraints
- 1.3 Take a leadership role in expanding Trans-Hudson capacity
- 1.4 Provide more reliable bus service along congested corridors
- 1.5 Enhance fleet reliability through replacement and preventative maintenance programs
- 1.6 Rehabilitate and expand the network of bus garages to support fleet expansion and upgrades
- 1.7 Invest in critical safety infrastructure and programs

Measuring Success

- Achieve 95 percent on-time performance for Bus, Rail and Access Link service and 98 percent for Light Rail by 2023
- Create new customer-facing metrics that measure our passengers' ability to depart and arrive when they expect to, and arrive when they expect to get there, by 2023
- Strive for zero preventable cancellations across modes by 2025; decrease annually by 35 percent, in line with our 2019 performance
- Strive for zero preventable injuries and fatalities across all modes by 2025, with an annual decrease of 20 percent



Strategy 1.1: Create a safe and healthy riding experience for our customers



The 2020 COVID-19 pandemic made clear that the most important thing that NJ TRANSIT can do is to provide a safe and healthy experience for our customers and employees. Even in times of extreme stress, NJ TRANSIT provides a critical service moving essential workers, helping to secure the health and safety of the state. NJ TRANSIT worked hand-in-hand with State health officials since the onset of the pandemic to create the safest possible transit system for our customers and employees. This means, when necessary, promoting social distancing between customers, as well as between customers and employees, enhancing cleaning regimes in our vehicles and stations, and requiring customers to wear face coverings while riding our vehicles. Despite the extreme challenges the agency has faced to meet the impact of the pandemic, NJ TRANSIT’s aggressive action to mitigate spread has made us a national voice in preparedness for impacts to public transportation. We continue to learn from the steps we are taking, commit to staying engaged within our industry and apply lessons learned through the years ahead to ensure future practices deliver a safer and healthier traveling experience for our employees and customers.

Strategy 1.2: Invest in targeted rail infrastructure programs to reduce delays and alleviate capacity constraints

Much of NJ TRANSIT’s existing rail infrastructure was originally built in the 1800s and requires significant maintenance to ensure that trains can operate without delay. Furthermore, the layout of our rail system was not built to support the volume of traffic it carries today, which results in bottlenecks and delays.

Our five-year Capital Plan prioritizes system repairs and improvements that minimize these infrastructure-related delays and cancellations.

One problem area is where rail tracks cross one another. For example, Raritan Valley Line trains must cross all four of the Northeast Corridor’s main tracks at grade (on the same level as the other tracks) as they approach Newark Penn Station. The Northeast Corridor tracks are some of the busiest in the nation, and there are narrow scheduling windows for train movements in and around these tracks. Therefore, any incidents on either the Raritan Valley Line or the Northeast Corridor can quickly disrupt this delicate balancing act and lead to significant delays for Raritan Valley Line customers.

One way to solve for this issue is the addition of a third track, or “flyover,” which allows trains to bypass these conflicts. The Hunter Flyover would construct a bridge over the Northeast Corridor to allow Raritan Valley trains to bypass the at-grade crossing.

The Midline Loop is another project which would install additional track and a flyover along the Northeast Corridor to allow trains on that line to loop over the rail right of way and avoid conflict.

Targeted investment to modernize our infrastructure will result in immediate improvements in on-time performance, and could also enable more frequent service.

Strategy 1.3: Take a leadership role in expanding Trans-Hudson capacity

NJ TRANSIT is critical for connecting New Jersey with New York City. Between 1990 and 2015, total Trans-Hudson trips between New Jersey and New York grew by 44 percent, adding stress to roads, bridges and tunnels. Our network has absorbed most of this growth by increasing the frequency of our service to its limits. By 2015, 79 percent of Trans-Hudson trips between New York and New Jersey were accomplished using public transportation and automobile trips dropped by 14 percent from their 1990 levels.¹

Regional population and employment growth trends have caused travel demand between New York City and New Jersey to exceed capacity. A growing number of people who work in New York live in New Jersey, continuing a decades-old trend that started to accelerate in the 1980s. The New Jersey Trans-Hudson commuter market exceeds the rest of the combined suburban commuter market to

Goal 1:
Ensure the reliability and continued safety
of our public transit system

New York City by 14 percent (299,000 trips from New Jersey, 262,000 from the other parts of the region—Long Island, the Hudson Valley and western Connecticut)². Furthermore, from 2001 to 2018, the New York City metropolitan region added about 1.1 million jobs and 1.0 million housing units. While New York City added 363,000 more jobs than housing units, the rest of the region (Hudson Valley, western Connecticut and Long Island) essentially added no net housing units. By contrast, North and Central New Jersey added 195,000 more housing units than jobs³. As New Jersey became a primary provider of housing for jobs in New York City, the demand for Trans-Hudson travel has increased, adding stress to the current system. Many of the facilities that we use to serve Trans-Hudson customers, for instance the Port Authority Bus Terminal and Penn Station New York, are already above capacity.

We must act now to increase Trans-Hudson capacity because many of the projects will take years to complete. In the long- term, we must deliver on coordinated efforts like the Gateway Project. This project will create two new tunnels connecting New Jersey to New York Penn Station under the Hudson River and a renovated and expanded Port Authority Bus Terminal. The additional capacity will serve Manhattan-bound bus commuters.

Given NJ TRANSIT’s peak Trans-Hudson service is already above capacity, without additional investment to meet the increases in demand, the system will face additional strain, potentially reducing economic opportunity, increasing congestion and lengthening commute times for the region.

¹ Regional Plan Association, “Crossing the Hudson.”
² US Census.
³ NYC Department of City Planning, “The Geography of Jobs.”



Strategy 1.4: Provide more reliable bus service along congested corridors

NJ TRANSIT will carry out a broad range of improvements to make its bus service more convenient and reliable.

Provided NJ TRANSIT receives significant, predictable funding, we will begin using our existing fleet to run more service on some of our busiest interstate routes, on weekends and off-peak weekday hours. We will also run more buses on some of our least reliable bus routes, so that buses are there, when people need to take them.

We have identified 15 commuter routes where we will add service to combat overcrowding during peak hours. Customers currently experience standing room-only conditions on over 25 percent of bus trips on these high ridership commuter lines. By adding service during weekday peak and adjacent off-peak periods, as well during peak weekend hours, we will reduce overcrowding, increase service frequency and reduce queuing time for customers waiting to board buses.

In areas where ridership has stagnated, or where reliability has been an issue, we will implement changes to improve service and increase service frequency. We have identified 25 routes in greatest need of schedule changes and will reallocate running time among scheduled timepoints to improve service.

We will also work with our partners to help our buses reach their destinations on time, even when there is congestion. While NJ TRANSIT does not own any roads, we will work closely with those agencies that do, like cities, towns, counties and

the New Jersey Department of Transportation (NJDOT), to develop solutions that will safely speed up our bus fleet, such as using road shoulders and transit signal prioritization, where a traffic light holds green specifically for a bus.

Customers will see the results of these improvements in improved reliability, fewer late buses, faster trips and easier transfer connections.



Goal 1:
Ensure the reliability and continued safety
of our public transit system



Strategy 1.5: Enhance fleet reliability through replacement and preventative maintenance programs



NJ TRANSIT's rail and bus fleet is aging and no longer in a state of good repair. Some rail cars were last overhauled in the 1990s, nearly 30 years ago, and we are also operating many buses that are well beyond their useful life.

Because an aging fleet is more likely to break down, we will modernize our rail, bus and light rail fleet over the next 10 years. We will also invest in new maintenance approaches that use advanced technologies to detect and fix problems before they otherwise become apparent. Our fleet will spend more time at work and less time in a maintenance facility.

For bus, we expect more than 600 new buses will go into service over the next three years.

Our strategy is to add new 60-foot articulated buses, and to replace outdated 40-foot cruiser buses with new 45-foot buses.

Our 60-foot articulated buses will feature low flooring to speed customer boarding, wheelchair ramps, USB charging ports, onboard camera systems for safety and security, improved intercom systems and LED lighting and bicycle racks.

Our new 45-foot cruiser buses will be used on our long-distance bus routes and will be equipped with 47 seats, LED destination signs, airline-style individual climate controls for each seat, onboard security cameras and a 360-degree camera system to increase bus operator visibility.

For rail, we plan to introduce 17 new locomotives and 113 next-generation multilevel rail cars (MLV III) beginning in 2023. 58 of the MLV III cars are self-propelled electric cars, which allows them to connect with other MLV cars and operate without a locomotive.

New rail cars will feature two-by-two seating, as well as USB charging ports, an onboard LED information system, an improved intercom system and bicycle storage. The new cars will replace our oldest single-level rail cars that are more than 40 years old and at the end of their useful lives.

Investing in fleet replacement will help improve reliability, reduce operating and maintenance costs, and provide customers with 21st century amenities.



Strategy 1.6: Rehabilitate and expand the network of bus garages to support fleet expansion and upgrades

Building a new bus garage is the single most important major capital project we can pursue to improve bus service in Northern New Jersey. Bus demand, particularly for the Trans-Hudson market, will continue to grow. Unfortunately, our facilities for housing and maintaining buses are already over-capacity and aged.

Spotlight: Northern bus garage

Construction of a new northern bus garage will enable NJ TRANSIT to replace the obsolete, undersized and flood-prone Oradell Garage with a state-of-the-art storage and maintenance facility that can accommodate current and future ridership demand. We have not placed a new bus garage into service in more than 20 years and our existing bus garages in the Northern Division are currently operating at 28 percent above capacity.

Additional bus garage capacity will allow us to better maintain the fleet and provide room for fleet expansion.

The new facility will accommodate new 60-foot buses, and enable NJ TRANSIT to replace 40-foot buses with 45-foot buses to provide more seats for customers across the system while using the same number of buses and operators. The replacement of the

Today, we continue to use a significant number of 40-foot buses on our routes. A new garage will allow us to purchase more 45-foot buses to increase seating capacity by 10 percent and reduce crowded conditions. Additional bus garage space will also allow us to purchase more 60-foot articulated buses, for which we recently received a competitive Federal Transit Administration award. New garages would also have new technology, such as electric vehicle (EV) charging stations, to accommodate future net-zero emission bus use.

290 40-foot cruiser buses at Oradell, Market Street and Fairview Garages with 45-foot cruiser buses will create approximately 10,000 additional bus seats per day in the region. This can be done without adding new bus trips to already crowded facilities such as the Port Authority Bus Terminal.

In addition, NJ TRANSIT will be able to use electrification technology in a new build, rather than a retrofit. The electrical and charging infrastructure needed to support an electric bus fleet can be integrated into construction of the new facility more readily and at a more reasonable cost.

A new northern bus garage will help us to deliver additional service, enable electrification of our fleet and operate more effectively – providing a better experience for our customers.



Strategy 1.7: Invest in critical safety infrastructure and programs



NJ TRANSIT is one of the safest ways to get around New Jersey. While the exact magnitude of the safety benefits may vary across studies, public transportation helps prevent deaths and reduce injuries and hospitalizations related to automobile usage. In fiscal year 2018 alone, New Jerseyans and others traveled 3.4 billion miles on NJ TRANSIT. Over a 10-year period, the agency may save residents more than \$2.6 billion by helping to avoid more than 500 fatalities and 56,000 injuries associated with traffic accidents⁴.

Going forward, we will continue to build on this track record and provide an even safer travel alternative for our customers.

In rail, we are implementing Positive Train Control (PTC), which uses Global Positioning System (GPS) technology, Wi-Fi and high-frequency radio transmission to automatically control train speeds. PTC is capable of automatically controlling train speeds and movements, thereby reducing the risk of accidents due to human error. PTC will make train accidents, already rare, even less likely.

For our bus network, we will continue working to prevent pedestrian and other collisions. We are installing more cameras on buses to reduce blind spots and assessing route modifications to reduce the number of left turns. Together, these initiatives will provide bus operators with information they need to drive safely to avoid future collisions. We also realize that using public transportation does not end at the bus stop or train station. For that reason, we are partnering with municipalities to design safer routes for customers to walk or ride bicycles to and from public transportation stops.

⁴ CDC, National Safety Council



Goal 2:

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

We will become an industry leader in customer service, understanding our customers' needs and supporting them throughout their entire journey. We will provide timely travel information through their preferred touchpoints, and leverage technology to make their entire travel experience easy and convenient.

Strategies

- 2.1** Improve information flow to and from customers
- 2.2** Enhance stations and shelters
- 2.3** Integrate and facilitate customer payments
- 2.4** Expand Mobility-as-a-Service and innovative mobility approaches
- 2.5** Provide the safest and most secure environment for customers, employees and the communities we serve

Measuring Success

- Create new customer satisfaction metrics and goals based on our customers' needs.
- Have one of the lowest crime rates of any large public transportation system, maintaining or improving upon our current national ranking of #2.¹

Customers

are at the center of everything we do and we know that delivering an excellent customer experience goes beyond providing reliable and on-time service. To encourage New Jerseyans to choose public transportation, we must make our transportation options intuitive, seamless and amenity-rich.

By conducting our biannual Customer Satisfaction Survey and gathering insights from the feedback we received through all of our customer service channels, we have listened to over 150,000 customers in the last year. Their input helped us prioritize our customer experience strategies. We also just established our first Customer Advocate and Chief Customer Experience Officer.

What This Means For Customers:

The refreshed NJ TRANSIT system will be able to meet riders' twenty-first-century expectations. Every passenger will have the basic benefits of safety, security, comfort and timely and accurate information. Once onboard, customers will enjoy their journey in a secure, comfortable and amenity-rich environment.



Goal 2:
Deliver a high-quality experience
for all our customers, with their
entire journey in mind



Strategy 2.1: Improve information flow to and from customers



We believe that our customers' experience begins the moment they begin to plan their NJ TRANSIT journey, and we understand that the availability of real-time, accurate information about our system is essential. NJ TRANSIT is transforming how we communicate timely, accurate, and relevant information with our customers at every opportunity.

To ensure that customers receive consistent, accurate communication across all channels, we have created a unified communications center that places operations communications side-by-side with our social media representatives, ensuring open communication to improve the timeliness and accuracy of customer communications. This new unified communications center, staffed on a 24/7/365 basis, will ensure that when disruptions occur, we are able to provide customers with the information they need, including alternate modes

of travel, as soon as possible. We will upgrade our technology infrastructure to provide real-time train location information across the entire network.

We recently launched the new njtransit.com, completely redesigned and developed with our customers in mind. Our website offers a seamless user experience across devices, featuring a simplified customer experience, system status at-a-glance, trip planning, DepartureVision and MyBus customer tools, and a responsive, mobile-friendly design that seamlessly scales to various devices and screens.

In 2019 we launched a new version of our mobile app, available on both iOS and Android. Our upgraded app now offers push notifications with specific service notifications on customers' individual commutes, a feature that over 40,000 customers are already using. We push these notifications to customers even if they have not launched the app.

On social media, we made service-specific Twitter accounts the primary place to get real-time service updates, which makes it easier for customers to immediately see service status on their line. Our main @NJTRANSIT accounts now share news, updates, agency initiatives, and responses to customer inquiries, providing more context and sharing the "why" behind what

We are transforming the way we communicate with our customers



Strategy 2.2: Enhance stations and shelters

NJ TRANSIT customers' physical interaction with our system begins at the bus stop, terminal or rail station, before they board NJ TRANSIT's buses and trains. Many bus customers still have no other option but to wait outside in the weather when using our services. To offer these customers the dignity and comfort they deserve, we will partner with communities to design and roll out a modernized bus shelter program. We will also coordinate closely with municipalities to develop new bus shelter deployment strategies and provide the upfront investment required to dramatically increase the number and equitable distribution of shelters.

Under New Jersey law, the power to designate bus stops rests with each municipality, not NJ TRANSIT. We do, however, work closely with each municipality and provide recommendations for safe and convenient bus stop locations, along existing route points, which the municipal governing body may accept or reject.

Once a shelter has been installed, maintenance, repairs and replacement are

the responsibility of the shelter sponsor, usually the local government. In some communities, local governments have entered into agreements with advertisers to install and maintain shelters. Many shelters have the name of the party responsible for maintenance printed on the shelter.

We also must make sure our customers' experiences at rail stations meet and exceed expectations. We have initiated our first-ever systemwide assessment of facilities to build a comprehensive maintenance, repair and modernization plan. In the short-term, we will prioritize key facilities for deep cleaning and critical maintenance.

Our commitment to customers does not end at the station or shelter. Once onboard, our customers expect a clean and comfortable ride. We will enhance our fleet inspection and cleaning programs so customers receive the experience they deserve.

In addition, we are stepping up the cleaning of our stations and our vehicles. A practice we are considering adopting as a long-term measure includes the continued disinfection of vehicles once every 24 hours, and stations once a shift, with a continued emphasis on customer touchpoints.

we do. We are also expanding the use of video to communicate important customer experience improvements, share the inner workings of transit with customers, and help them be informed advocates for investment in their transit system.

We refreshed our library of logos and icons for our different lines to ensure consistency and recognizability at every touch point, including the app, maps, social media, signage and the website. Real-time service status is now available across all platforms, including our website, our app, and via social media.

In addition, in times of emergency we will use these channels to stress who should be riding the system (e.g., essential workers only) and how customers should be riding (e.g., need to wear a face covering). Clear communication on these guidelines can help keep customers and employees safe and healthy.



Spotlight: Solar bus shelter pilot program

Our bus customers deserve the dignity of shelter from inclement weather and the feeling of safety that comes with adequate lighting.

Through our upcoming Solar Bus Shelter Pilot Program and in collaboration with our local partners, we will install solar-powered lighting fixtures in bus shelters across New Jersey. Our initial pilot program aims to retrofit existing shelters with solar technology at four to six locations. The shelters will be lit during nighttime hours and recharge during the day. We will evaluate the program's long-range viability and assess whether solar lighting kits can be retrofitted to shelters in additional locations. We will then apply any lessons learned to any potential expansion, including both retrofitting old shelters and partnering with communities to construct new shelters.



Strategy 2.3: Integrate and facilitate customer payments

NJ TRANSIT has already started to modernize its fare structure and payment systems. To improve fare payment, which can be slow and confusing, we have begun testing a new barcode and contactless onboard validator on bus routes serving Morris County. We will eventually install these on all our buses, at light-rail platforms, and at faregates at Secaucus Junction and Newark Liberty International Airport. These improvements have the potential to support all-door boarding and keep customers moving.

For our Access Link system, we introduced an “EZ Wallet” option that allows customers to pre-pay fares and eliminates the need for Access Link customers to fumble with cash, particularly for those customers with dexterity challenges.

Fixing the fare system is not just a matter of technology—passengers must navigate a complicated, multi-zone fare structure that often prevents them from knowing the fare before they board. We will develop and propose a simplified fare structure that is easy to navigate and encourages new ridership.

Spotlight: Creating a better station experience for our customers

NJ TRANSIT is completing a system-wide condition assessment to generate an inventory of all the critical elements of its stations and their condition. This evaluation will include a review and prioritization of critical features in our stations, including Americans with Disability Act accessibility, capacity to handle current and projected future ridership, safety and security.

We will introduce improved wayfinding, expand Wi-Fi and real-time interactive information kiosks to more stations, upgrade public address systems and lighting, and create more comfortable, secure areas for our customers to wait.

We are already pursuing similar efforts at many of our key public transportation hubs. This year we are partnering with Amtrak to invest \$7.6 million at New York Penn Station to renew furniture, add USB charging outlets, install LED lighting, create a new customer information desk and provide a safe, comfortable space for nursing parents.



NJ TRANSIT is committed to a robust, system-wide Fare Modernization Program (FMP). FMP will build on the technology our riders use in their everyday lives, enhancing mobile ticketing, adding contactless credit card options for payment and ticketing, and debuting NJ TRANSIT's virtual and physical fare cards.

Customers will be able to manage and load value to their account across platforms, including our mobile app, website, vending machines and ticket offices. FMP will reduce reliance on cash, speed up customer boarding, fare collection, and create opportunities to learn more about our customers' journeys through advanced data analytics.

We have already begun to test elements of FMP across our network. We have already begun a study at the Morris Bus Garage to test On Board Validators (OBV) that scan paper and mobile barcodes. The installation of OBV's is the first step towards the acceptance of contactless cards, mobile wallets and a NJ TRANSIT Fare Card. We expect to introduce contactless payment acceptance later this year, followed by the introduction of a Fare Card. Customers will then be able to board NJ TRANSIT with just a tap.

We will also partner with retailers and convenience stores across New Jersey to address the needs of our cash-centric customers. Through these retail networks, customers will be able to conveniently add value to their accounts even without traditional bank accounts or credit cards.



New Ticket Vending Machines (TVMs) support contactless payment methods



Strategy 2.4: Expand Mobility-as-a-Service and innovative mobility approaches

Our customers' journeys typically do not begin or end exclusively using NJ TRANSIT. Instead, they begin with making a choice to use public transportation, a choice that depends on having convenient, reliable access to our network.

As a statewide provider of transportation, we are committed to making that choice easier, through two approaches.

Approach 1: First Mile & Last Mile Challenges

Getting customers from their home to a NJ TRANSIT facility is known as a "first mile" challenge. Getting customers home from a NJ TRANSIT facility is known as a "last mile" challenge. NJ TRANSIT will focus on breaking down barriers in the first and last miles, and making access more convenient than ever.

Although nearly 70 percent of New Jerseyans live within a 10- to 20- minute walk of our services, walking routes can be challenging². A focus on improving micro-mobility options, such as pedestrian and bike lane access, will encourage walking, scooting and cycling to stations, delivering numerous benefits.

We will also partner with research institutions to pilot using autonomous shuttles to provide first- and last-mile connections to the core network's bus and rail service. The pilot could

Goal 2:
Deliver a high-quality experience for all our customers, with their entire journey in mind



help reduce traffic congestion, deepen our understanding of how to leverage self-driving technology, and potentially open up new service opportunities.

Finally, we will continue to explore opportunities to partner with ride-hailing companies and app-based service providers. We have already begun a pilot in Essex County, the Essex County Community Transportation Project, that supplements senior and disabled county services. A second planned pilot program will provide customers residing near stations and stops with lower-frequency off-peak service with options to reach high-frequency NJ TRANSIT service hubs during late night and weekend hours.

Municipalities will also be key partners in this effort, and pilots like these build on the success that towns such as Summit, New Jersey have had in leveraging Transportation Network Companies (TNC) to provide access to train stations. By using TNCs, they reduced the need for expensive parking garage expansions and freed up land for other public use.

Approach 2: Strengthening Seamless Intermodal Travel

To strengthen our connections throughout the region and make travel more intuitive, we will strengthen seamless intermodal travel with booking and payment options.

That means we will focus on connecting our customers to other public transportation systems, TNCs, active mobility options, and ride-, bike-, and scooter-sharing services to get them to their destinations, regardless of whose logo is on the vehicle.



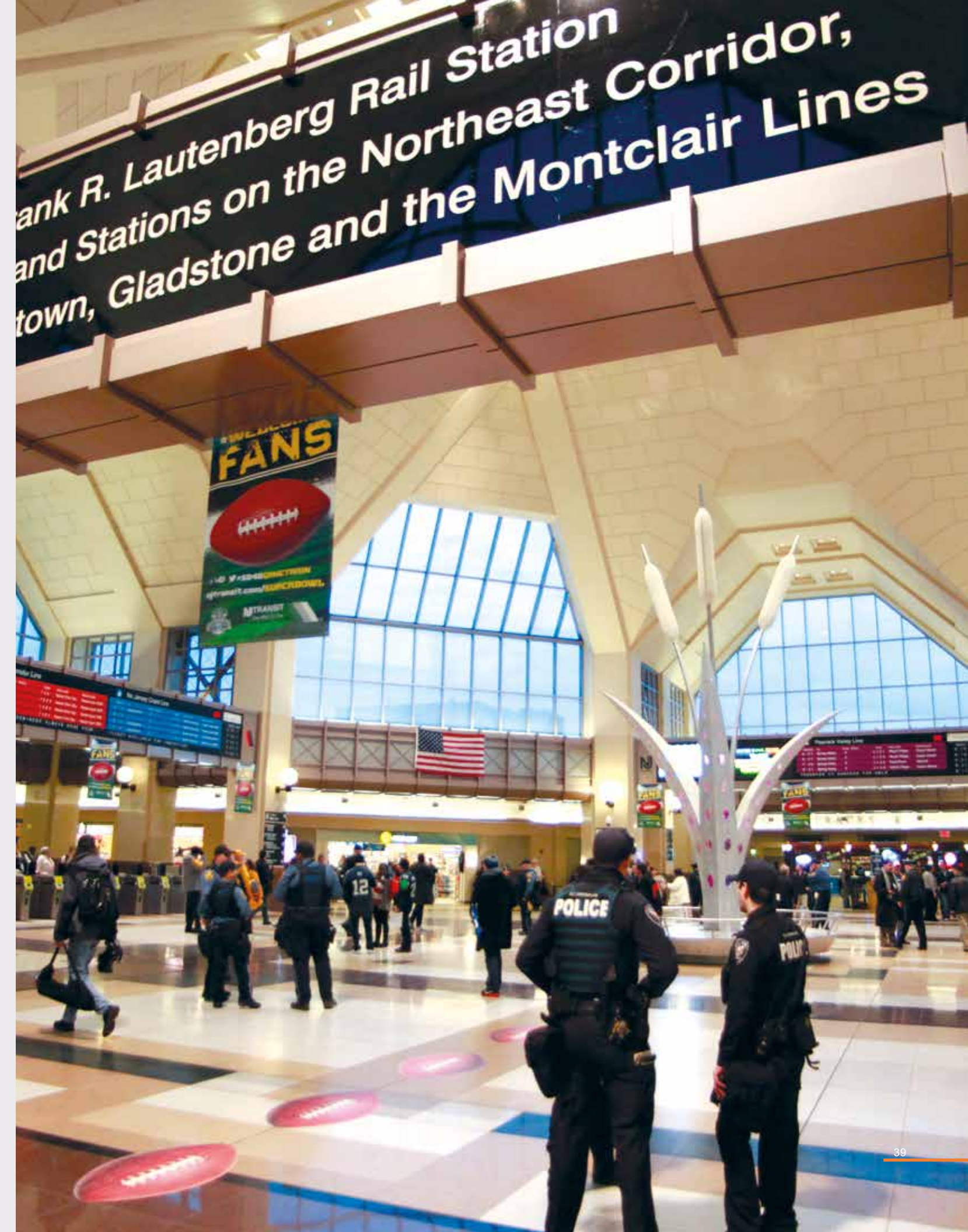
Strategy 2.5: Provide the safest and most secure environment for customers, employees and the communities we serve

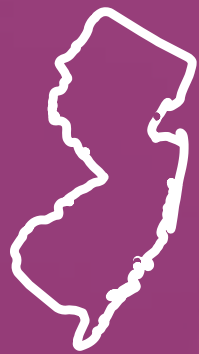
The NJ TRANSIT Police Department's primary mission is to ensure a safe, secure and orderly environment within the public transportation system.

Keeping customers, communities and employees safe requires constant vigilance. Providing courteous, visible enforcement across the entire public transportation network also requires adequate staffing that matches the statewide scale of the network and reflects ridership increases over the last several decades.

We must increase the size of our police force and expand presence through a program of staffed police facilities throughout the system if we want to keep the system running safely and ensure we can always deliver.

In times of a public health emergency, we must also work to make the public safe from viruses. This means promoting social distancing, the use of face coverings, and other requirements necessary to increase customer safety.





Goal 3:

Power a stronger and fairer New Jersey for all communities

We must ensure our public transportation network provides inclusive mobility, connecting individuals and communities to employment and educational opportunities, cultural and entertainment destinations, and health services.

Strategies

- 3.1** Modernize the bus network to help us meet growing demand and improve service quality
- 3.2** Support economic growth by introducing new and more-frequent service in underserved areas
- 3.3** Develop innovative methods to ensure all customers can access mobility services
- 3.4** Use our purchasing power to promote equitable, local economic development

Measuring Success

- Increase the percentage of the New Jersey population that has access to high-frequency¹ service from 27 percent to 40 percent by 2030
- Increase percentage of the sub-poverty line New Jersey population with access to high-frequency service from 34 percent to 50 percent by 2030
- Improve network accessibility so that 80% of riders use stations with accessible platforms by 2030, up from 70% currently

¹ High frequency service is defined as headways of 15 minutes or less during peak hours during weekdays, between 6:30-9:30am and 4-7pm.

NJ TRANSIT helps power our region's economy by moving people in and out of the state and connecting them to their jobs. Wages, employment, population and housing all grow faster in communities where public transportation options are available. As a statewide transit provider, our services must benefit all communities throughout the entire state.



Strategy 3.1: Redesign the bus network to help us meet growing demand and improve service quality

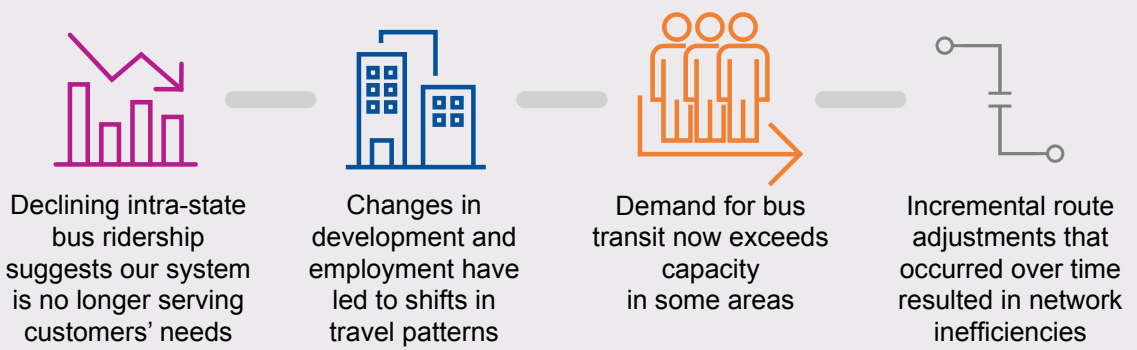
Many of the bus routes that NJ TRANSIT runs today are similar to those operated by the private bus companies it absorbed in the 1970s and 1980s. A lot of these were legacy routes based on old trolley networks.

We will re-evaluate local bus service based on market conditions, demand, service and network performance and stakeholder and public input. Throughout, we will work with local communities to develop network-level objectives, strategies and priorities. Our redesign effort will follow a phased approach that prioritizes Newark, Paterson, Trenton, the Hudson County Waterfront and Camden.

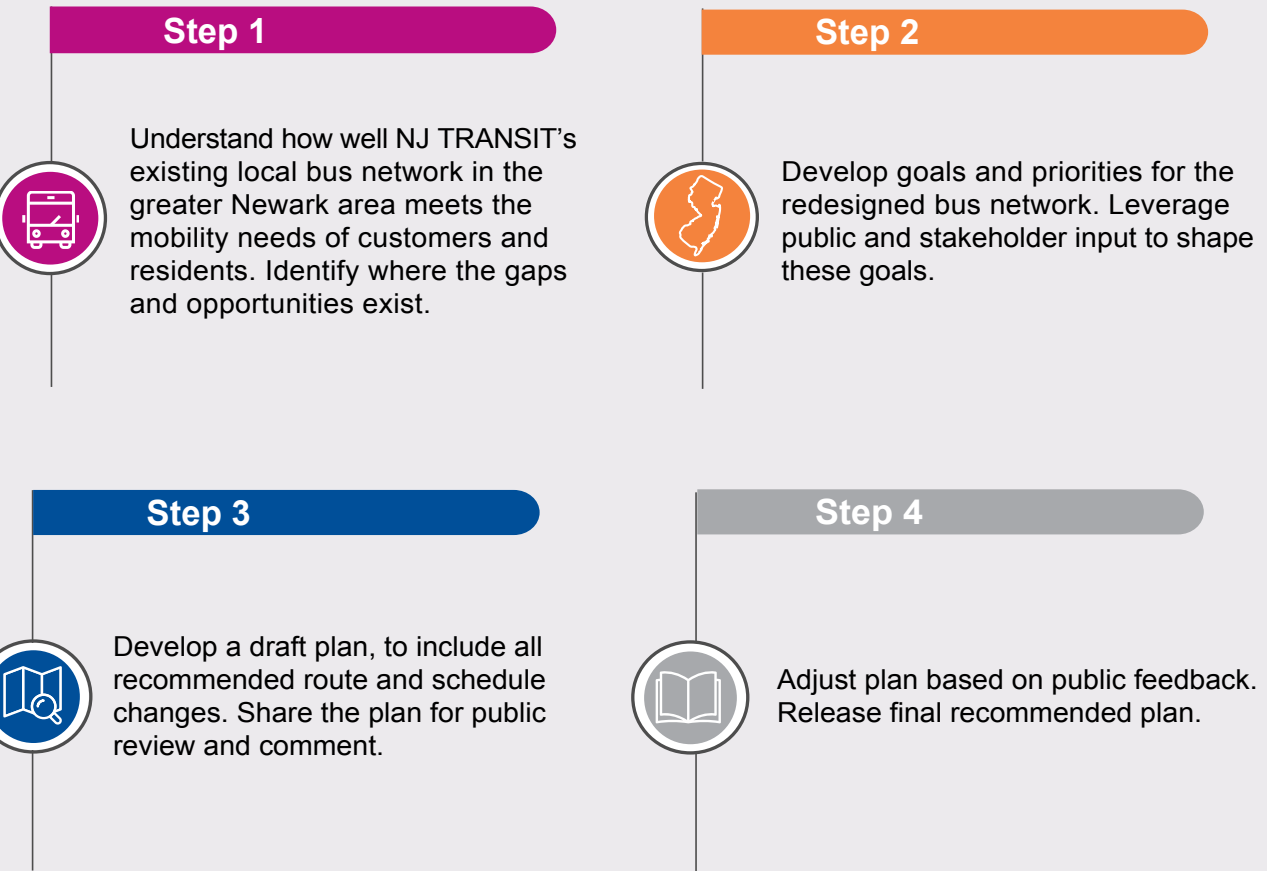
Appropriate resources and time will be devoted to understanding the differences, priorities and needs of each of market. The first phase of our network redesign will focus on the greater Newark area.

Finally, we will work proactively with the Port Authority of New York and New Jersey to increase the capacity of the Port Authority Bus Terminal and assist with the terminal replacement. This effort will help meet the rapidly growing demand for buses into New York City.

Why redesign the bus network?



Bus Network Redesign Process





Strategy 3.2: Support economic growth by introducing new and more-frequent service in underserved areas

In the next few years, we will focus on maintaining and enhancing rail service, reducing bottlenecks, and completing rail infrastructure expansions like the new North Brunswick Station.

At the same time, we will continue to assess both core capacity increases and network expansions on the Hudson-Bergen Light Rail system. The core of the HBLR system, located between Hoboken Terminal and Liberty State Park, operates at or close to capacity during peak hours. We have added longer light rail vehicles to accommodate passenger demand, but more investment will be needed to allow more trains to operate during peak hours. We will also look to advance system expansions in underserved areas.

We will develop plans to add service to Hoboken Terminal and modernize and improve the Terminal’s functionality to make it easy for customers to transfer between the different transportation services. Hoboken, our third busiest rail station with about 35,000 average weekday trips (only slightly less than Newark Penn Station), occupies a special place within our network as a meeting point for rail, light rail, bus, PATH and ferry service. Additional investments to improve service will make

Hoboken Terminal a more attractive option for our customers and relieve some of the pressure on our Trans-Hudson services to Penn Station New York and the Port Authority Bus Terminal.

We will also explore ways to expand service through events like our Innovation Challenge, where we work proactively with the broader community on new solutions to public transportation issues. Via the Innovation Challenge, we are exploring new solutions that will enable us to efficiently and quickly move the 50,000 – 80,000 people who attend concerts, football games, and visit the American Dream in the Meadowlands area.

Finally, for our South Jersey customers, we will study effective ways to provide additional service and coverage, and implement those solutions as part of our network redesign efforts.



Spotlight: Expanding Hudson-Bergen Light Rail

We are planning for the eventual extension of Hudson-Bergen Light Rail (HBLR) north into Bergen County and into the western waterfront area of Jersey City.

The Northern Branch Corridor Project is a proposed northern extension of the HBLR from its current northern terminus at Tonnelle Avenue in Hudson County to eastern Bergen County. This project would extend HBLR service nine miles north to Englewood Hospital and Medical Center. Seven new stations would be created as part of this project.

The HBLR Route 440 Expansion would expand the light rail system’s West Side Avenue route to Jersey City’s western waterfront area. Both projects would significantly improve mobility within Hudson and Bergen Counties.



Strategy 3.3: Develop innovative methods to ensure all customers can access mobility services

Providing new service is not enough—we need to make sure our services are accessible to all passengers. We will add more high-level platform solutions at our rail stations so people with reduced mobility can more easily get on and off trains, whether they are in a wheelchair, have children in a stroller, or have trouble walking.

At locations where full-length high-level platforms are able to be installed, trains can run faster because they do not have to open and close trapdoors to access steps in the rail cars. By eliminating the need to access steps, trains can spend less time stopped at the stations and speed up all passengers' travel.

We will also work to improve Access Link, our paratransit program that provides public transportation to people with disabilities who are unable to use local bus service. We will improve the program's routing technology and pilot same-day service. We will also continue to provide robust support for local transportation services that offer accessibility options for New Jerseyans in locations where our fixed-route service may not be available. These services are usually administered by county, municipal and non-profit partners.

We will continue to find ways to make our system accessible for people of all income levels and we study ways to make our fare system work for all New Jerseyans.



Spotlight: Accessibility at Perth Amboy Station

After fulfilling the Federal Transit Administration (FTA) requirement to make 35 stations accessible in 2012, NJ TRANSIT continues to make improvements so all customers can enjoy a safe, comfortable and convenient travel experience.

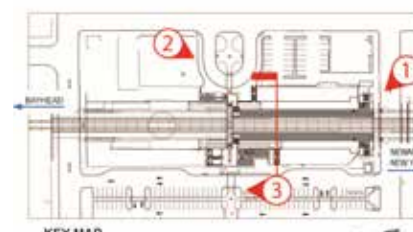
The Perth Amboy Train Station ADA Improvements project is an example of the efforts we are making. At Perth Amboy, we will construct high-level platforms so that it is easier to get on and off our trains. We will also improve existing historic station buildings, the

pedestrian overpass, parking, landscaping, lighting, communications and security systems. The project will feature two elevators serving each new platform, for a total of four elevators.

Once complete, there will be accessible rail service at seven consecutive stations along the North Jersey Coast Line (NJCL) to minimize disruption caused by those rare times when elevators are out of service. Our customers will now be able to travel via the Perth Amboy Station with peace of mind—a priceless amenity for our customers who rely on public transportation.



- a. Existing Pedestrian Bridge (Rehab)
- b. Existing Low-Level Side Platform & Canopy
- c. Existing Eastbound Building
- d. Existing Westbound Building
- e. Smith Street Bridge
- f. New Elevator
- g. New High-Level Platform & Canopy
- h. New Elevator Access
- j. New Stair
- k. Platform Shelter
- m. Existing Concession Stand
- n. Market Street Bridge





Strategy 3.4: Use our purchasing power to promote equitable, local economic development

NJ TRANSIT also drives the economy of New Jersey through its operational spending, employee wages and materials purchases.

Every year, we purchase over \$1 billion in goods and services, and it is estimated that NJ TRANSIT contributes \$4.4 billion per year to the New Jersey economy through its operating spending alone. By more actively targeting small and disadvantaged business enterprises (SBE/ DBEs), we can promote more inclusive economic development across the state.

Spotlight: Building a stronger supplier base through diversity and inclusion

We are committed to powering a stronger and fairer economy for all communities. As part of that effort we want Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) to compete on a level playing field for our contracts. DBEs have women and/or minority owners who may face discrimination and may lack access to financial resources. As a result, they may find it significantly more difficult to compete for large contracts.

Between October 2018 and September 2019, we set a new agency record with over 28 percent of our federally-funded contracting dollars going to DBEs. This represents only the latest success in 25+ years of exceeding the goals we set for inclusion of DBEs. Looking forward, we want to not only increase the total percentage of our awards which include DBEs, but also increase the number of contracts in which DBEs are the prime contractor.

In 2019, we hosted a special event with prime contractors, small business enterprises and DBEs where we showcased over \$800 million worth of upcoming construction projects and

opportunities which will be available in the next 18 months. One of the key barriers to DBE participation in the contracting process is a lack of networking and information-gathering opportunities, both of which were available at this event. In 2020 and beyond, we want to host even larger showcases with the same focus so that we can give more DBEs access to our project information and bring them into our contracting pipeline.

Beyond serving as a source of information and networking for DBEs, we also play an important role in certifying that they are eligible to participate in the federal DBE program. We currently have a manual process for this certification, which is time-consuming and labor intensive for both businesses and our Office of Business Development.

In 2020, we will be moving to a software-based application process which will let us process more applications more quickly and will reduce the burden on potential DBEs who are applying. This software will also let us communicate directly with new and existing DBEs, as well as prime contractors, so that information gets to the right people at the right time and more DBEs can compete for our contracts.





Goal 4:

Promote a more sustainable future for our planet

We are stewards for our natural resources and need to promote a more sustainable future. Our plan supports the State's ambitious efforts to reduce energy consumption and emissions from the transportation sector.

Strategies

- 4.1 Partner with communities and developers to encourage Transit-Oriented Development (TOD)
- 4.2 Convert to 100 percent clean energy by 2050
- 4.3 Enhance the system's resilience to extreme climate events

Measuring Success

- Increase system-wide ridership by 15 percent by 2030
- In accordance with the Energy Master Plan, 100 percent of the buses we purchase will be zero emissions vehicles by 2032
- Produce an NJ TRANSIT sustainability plan by 2023



Strategy 4.1: Partner with communities and developers to encourage Transit-Oriented Development

Transit-Oriented Development (TOD) is the creation of compact, pedestrian-oriented, mixed-use communities centered around high-quality transit. TOD maximizes the amount of residential, business, and leisure space within walking distance of public transportation. TOD projects create vibrant communities that promote active modes of transportation, like walking and biking, and the regular use of public transportation. For NJ TRANSIT, the development of TOD communities not only means new opportunities to generate revenue and optimize the agency's real estate around our public transportation hubs throughout the state, but also to meet the state's economic and environmental goals.

Successful TOD communities give their residents a variety of mobility options and the opportunity to use fewer single-occupancy vehicles. Through the built environment and demand management and project parking strategies, we will work with municipalities and developers to reduce single-automobile travel and parking footprints at TOD locations, and meaningfully grow both active and shared mobility access to our system.

NJ TRANSIT will continue to work with communities and state government partners to lead TOD efforts in the state with the

creation of our new office of real estate, economic development and transit-oriented development. We will also support the New Jersey Department of Transportation's (NJDOT) Transit Village program, which provides incentives for municipalities to revive their downtowns and turn the areas located within one-half mile of high-frequency public transportation into dense, mixed-development communities. We will educate local leaders about the need to realign land use and zoning regulations to foster diversity in housing choices and higher density development concentrated around transit.

In partnership with communities and NJDOT, we will use TOD communities to further NJ TRANSIT's commitment to providing increased access to transportation, building inclusive, sustainable communities, and strengthening connections between people and the services they need. The sustainable, resilient lifestyles offered by TOD communities are made possible by access to transit—anchored by increased ridership, which justifies the investments needed to enhance NJ TRANSIT service.





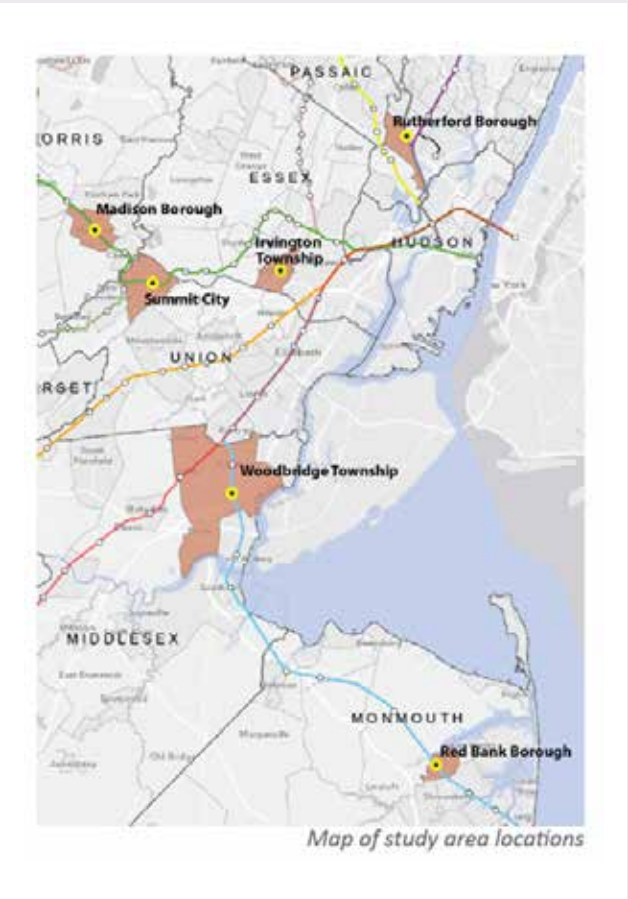
Spotlight: Improving bike and pedestrian access

Safe Routes to Transit

Through our Safe Routes to Transit program, funded by the Transportation Trust Fund, we evaluated the street network within a bikeable distance from stations and terminals. After our review, we proposed infrastructure improvements for safer, more direct access to NJ TRANSIT services. Five rail stations and one bus terminal (Madison, Red Bank, Rutherford, Summit, Woodbridge and Irvington) across six counties were part of this review. Our partners are now incorporating these recommendations into local capital programming efforts and federal grant applications.

Henry Hudson Trail Extension

We also recently launched a study to extend the Henry Hudson Trail, a shared use bicycle and pedestrian trail in Monmouth County, that would connect to the Aberdeen-Matawan Train Station. The extension would provide traffic-protected, off-street access to the station for pedestrians, bicyclists and micro-mobility users.



Map of study area locations



Strategy 4.2: Convert to 100 percent clean energy by 2050

Between 1995 and 2020, we reduced our bus fleet’s nitrogen oxide (NOx) and carbon emissions by nearly 80 percent and particulate matter emissions by 98 percent as we replaced older vehicles with newer, cleaner technology.

We are assessing electric bus and alternative fuel technologies to develop a comprehensive zero emissions fleet strategy to meet statewide carbon-reduction goals.

We are moving forward with a limited deployment of eight electric buses in Camden, beginning in mid-2021. We will install the necessary charging infrastructure and study the benefits and challenges of this alternative energy source in a real-world scenario. As we move forward, we will start to expand electric or net-zero emissions alternatives in the dense, urban communities that are most affected by air pollution.

Our efforts to promote a clean energy future will include our non-revenue fleet and our facilities. We continue to make great progress in this area by adding more electric vehicles for our corporate fleet and installing charging stations.





Spotlight: Moving towards a fully electric bus fleet

NJ TRANSIT views electrified buses as a major opportunity to reduce CO₂ emissions and local air pollution.

Adopting this challenging emerging technology while operating NJ TRANSIT's expansive bus system is challenging.

To meet this challenge, NJ TRANSIT is currently developing a roadmap towards electrification. NJ TRANSIT has conducted preliminary studies of bus garage electrification and modernization at four garages and is preparing to deploy a pilot.

Within the next two years, NJ TRANSIT will create an electrification masterplan to detail the stages of fully deploying battery electric buses.

What to Expect?

- NJ TRANSIT electrification roadmap in 2020
- NJ TRANSIT electrification master plan created by 2022
- 10 percent of all bus purchases are zero emissions by 2024
- 50 percent of all bus purchases are zero emissions by 2026
- 100 percent of all bus purchases are zero emissions by 2032
- 100 percent of all buses are zero emissions by 2040



Key Steps to Electrifying Our Bus Fleet



NJ TRANSIT will need to develop a fleet transition team to coordinate the complexities of fully transitioning to an electric bus fleet, including aspects of planning, design, construction, procurement, testing, training and safety.



An electric bus fleet requires investments in new and upgraded garage facilities. It also requires collaborating with public utilities to ensure reliable grid connections for operations and resiliency.



An electrified bus fleet represents a significant technology upgrade. NJ TRANSIT will need to purchase new software and identify technical specifications for buses and charging equipment, to enable NJ TRANSIT employees to seamlessly operate, dispatch, maintain and schedule the fleet.



An electrified bus fleet will require a significant investment to acquire new charging equipment and battery electric buses. Training, upskilling and hiring of experts will also be needed.

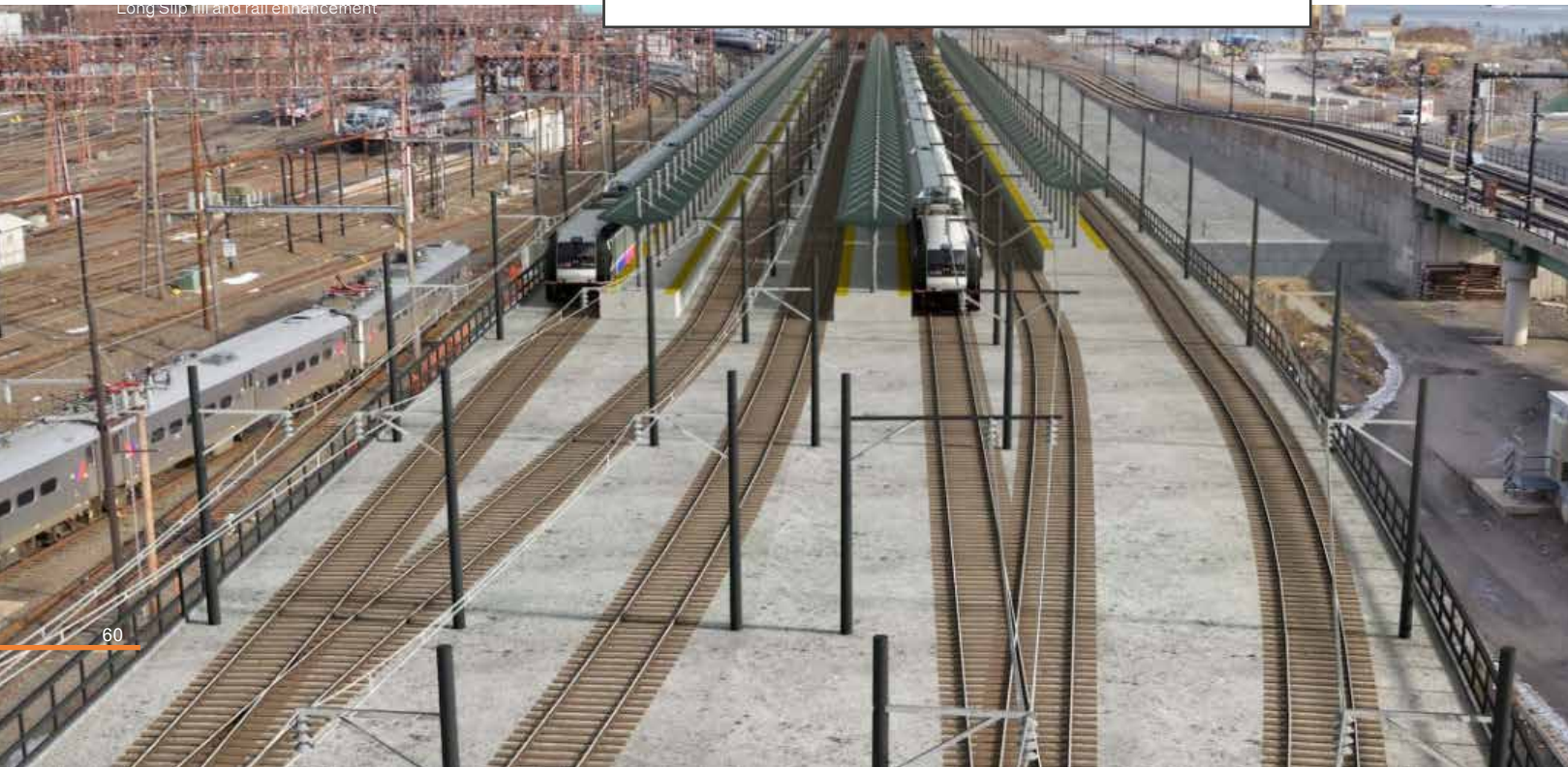
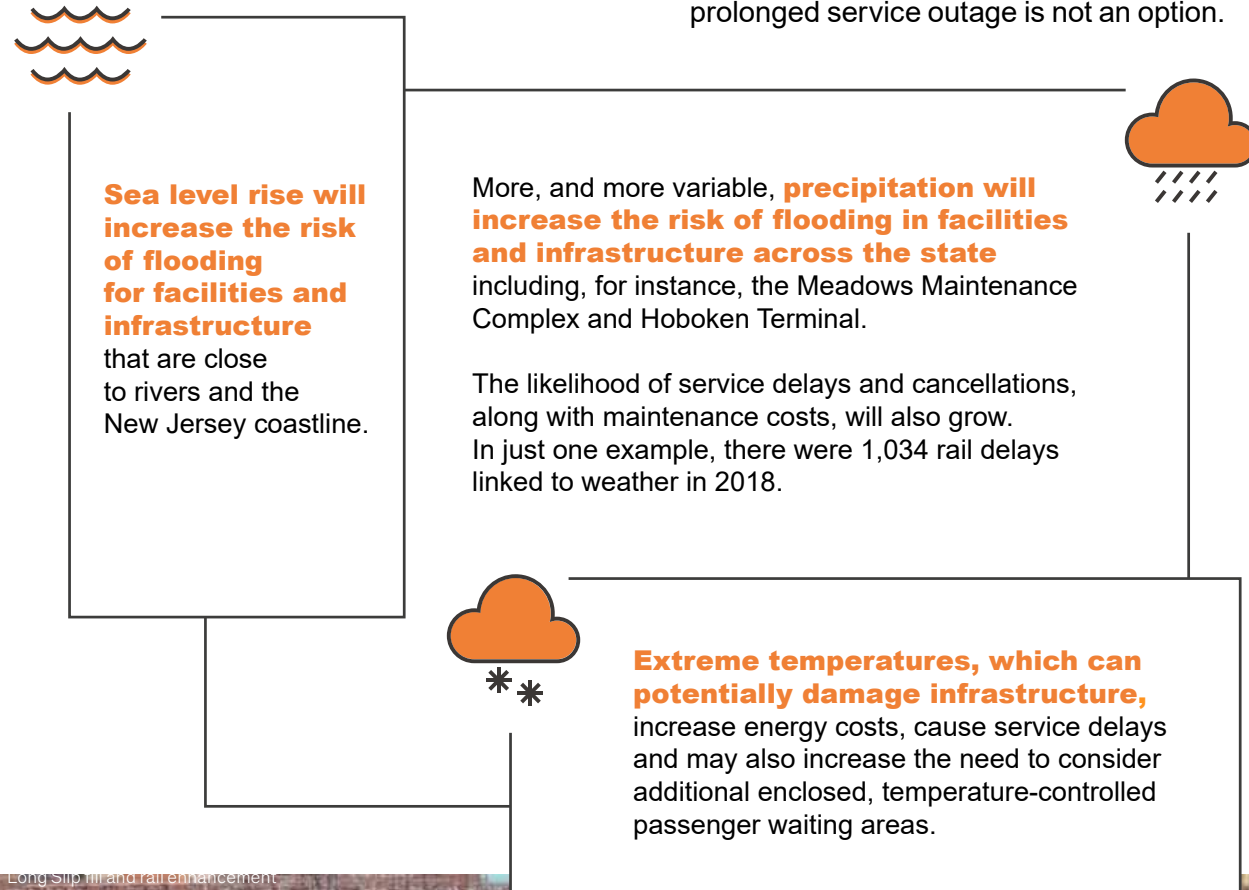
Newton garage - Future home of Camden electric bus pilot





Strategy 4.3: Enhance the system's resilience to extreme climate events

Climate change is a growing and evolving challenge that will continue to affect NJ TRANSIT's network of service. The public relies on our services during extreme weather events, and system failure or prolonged service outage is not an option.



To prepare for a future in which extreme weather events are more likely to occur and normal weather events are more severe, NJ TRANSIT will need to strengthen our existing assets to reduce the impact of weather events, and build assets that increase the system's adaptability before, during, and after extreme events. This includes relocating or hardening critical infrastructure and investing in additional system flexibility.

To become more resilient, NJ TRANSIT improving its ability to prepare, respond, and recover. Organizationally this involves testing our disaster recovery and operational continuity plans, training our personnel, and developing redundancies that are critical to system operations. In the wake of Superstorm Sandy, NJ TRANSIT developed practices for removing critical infrastructure, including switches and all electronic equipment, hours before an event. NJ TRANSIT has developed a comprehensive emergency plan (CEMP) that includes weather event response and will continue to update the CEMP as climate change evolves the threat of extreme weather events.

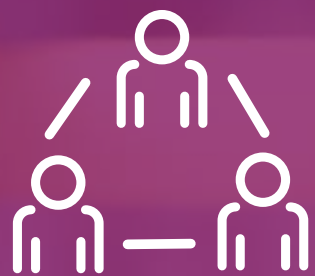
For everyday weather events, NJ TRANSIT is seeking to invest in simple but critical drainage improvements that will help reduce rail delays that occur when precipitation and flooding inundate the track bed. NJ TRANSIT has already raised a significant number of power transformers and sensitive power equipment following Sandy and will continue to build on the progress it has made.

For more significant events, NJ TRANSIT will focus on the most vulnerable infrastructure and facilities and seek opportunities to raise,

harden, or relocate to ensure the damage sustained during an event can be minimized to the greatest extent possible and to ensure the ability for NJ TRANSIT recovery teams can rapidly repair and restore operations.

NJ TRANSIT is improving its ability to flexibly respond to adverse weather events. In coordination with Amtrak, we are developing a permanent yard in which rail vehicles and equipment can be protected from extreme weather but deployed quickly into the system when the weather event has ended. We are likewise working to harden the Meadows Maintenance Complex (MMC), our critical operations facility, to reduce the impact of major events on daily operations by seeking opportunities to invest in improvements such as stormwater management treatments. NJ TRANSIT is also exploring a back-up operations facility in the event that MMC operations are compromised.

Our five-year Capital Plan intends to build New Jersey Transit into one of the pillars of a sustainably resilient state. We will seek funding to invest in raising and hardening critical facilities and infrastructure to reduce impact and improve recovery time so NJ TRANSIT can help minimize the wider economic and social impact of an extreme weather event. The net result of these efforts will be a public transportation system that is sustainably resilient on which New Jerseyans can rely during extreme weather events now and the future.



Goal 5:

Build an accountable, innovative and inclusive organization that delivers for New Jersey

We are committed to fostering a high-performing, innovative and inclusive organization that holds itself accountable for the delivery of excellent public transportation.

Strategies

- 5.1** Become a better business partner
- 5.2** Reflect the needs of our customers, employees and the communities we serve
- 5.3** Streamline procurement processes to accelerate projects
- 5.4** Invest in and develop our people
- 5.5** Increase transparency to hold ourselves accountable
- 5.6** Strengthen organizational resilience and safety programs
- 5.7** Leverage technology to improve operations and customer experience

Measuring Success

- Upgrade 75 percent of IT systems by 2022 and 90 percent by 2030
- Refresh all agency software applications and tools by 2030, beginning with the 10 percent with the highest need by 2022
- Reduce end-to-end procurement cycle times from approximately 300-400 days to 120-180 days
- Reduce percentage of critical staff vacancies by 75 percent by 2022, and reduce time to fill critical staff vacancies to 90 days
- Ensure 100 percent of eligible employees have an annual performance review



To provide world-class service, we need to become a world-class organization.

The agency's most recent audit, the 2018 North Highland Report, emphasized the need for internal operational reform. In the coming decade, we will focus on updating policies and procedures around talent acquisition, technology, and procurement that have not kept pace with the needs of our customers and employees over the last decade.

Modernizing approaches to human resources, procurement and technology will also transform the agency into a business partner and an employer of choice.

Modernizing recruiting processes and shortening the time to fill critical vacancies will decrease employee turnover. Shortening the time required to approve purchases and execute contracts will accelerate our ability to execute projects. Investments in our employees will translate into world-class service for New Jerseyans.

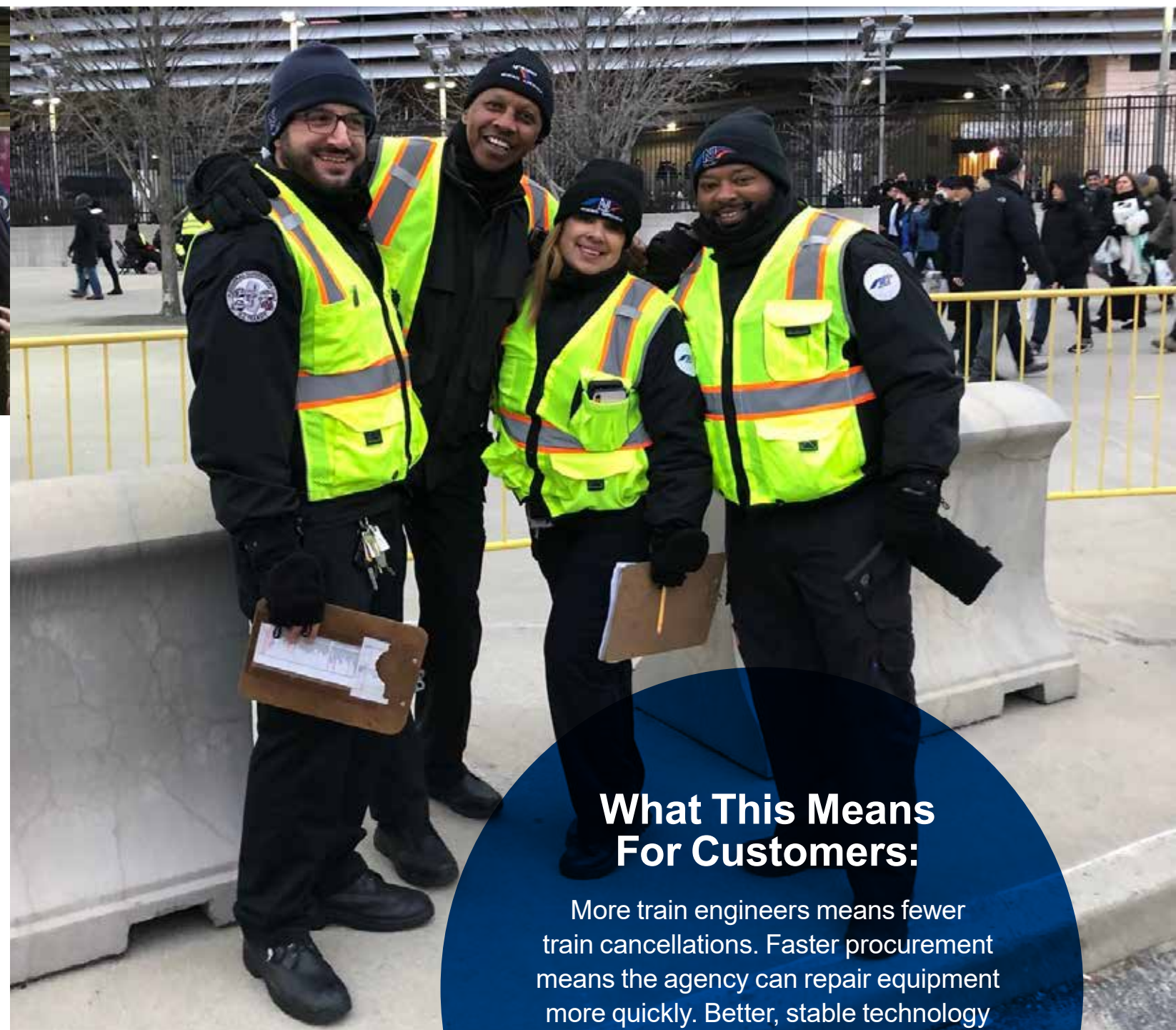
Cross-functional innovation also exists at the intersection of these efforts, as automation of our internal technology systems improves the speed and efficiency of our business processes. One early success has been the launch of our first-ever online Applicant Tracking System, which allows us to accept job applications online, and empowers our recruiters to manage applications from submission to hire. The system has been a great success, with more than 75,000 job applications already submitted, and we have set an internal goal to review each application within seven days of submission. Technological advances like this



allow us to improve forecasting around job force and project hiring needs to better anticipate, plan and execute for agency growth and attrition. Automation will also allow for precise succession planning.

Between 2018 and 2020, we hired more than 700 bus operators and recruited more than 150 locomotive engineers and assistant conductor trainees. We will graduate 10 locomotive engineer training classes from 2019 through 2021. This focus on recruiting, hiring, training and retention will help reduce delays and cancellations due to bus operator and locomotive engineer vacancies.

We continue to recruit engineers, designers, planners and other professionals through our improved processes, which include strategies designed to attract candidates from diverse populations, including veterans and people with disabilities. We remain committed to retaining the talent that has kept our agency moving all these years.



What This Means For Customers:

More train engineers means fewer train cancellations. Faster procurement means the agency can repair equipment more quickly. Better, stable technology accelerates how our employees work.

All of these translate into more dependable service and a better customer experience.



Strategy 5.1: Become a better business partner

We must become a better business partner if we are going to deliver on our strategic and capital plan goals. Our approach will focus on building trust-based, transparent relationships with our supplier base so that they will know what to expect when partnering with NJ TRANSIT. We will expand our supplier base and use them more effectively, giving attention to building partnerships with diverse vendors, including disabled veteran-owned businesses. To ensure that our vendor community can easily partner with us, we will establish better standards for technical specification gathering. Such specifications help with quality construction, timely delivery and positive performance without cost overruns.

For example, in 2017, the average cycle time from advertisement to award for federal construction was 339 days; by 2020, we reduced it to only 134 days. In 2017, average cycle time for state construction was 278 days; by 2020, we reduced that to 132 days. Our progress to date occurred without the benefit of technology and an industry-standard Enterprise Resource Planning system, a software program that organizes spending. To increase our business partnership potential by 2030, we will work to fully automate our processes. This will include, but not be limited to, contract writing, system

routing and the conversion to a paperless contract filing system. We will implement a comprehensive training and development program for our workforce that follows best practices in procurement.

We will further engage the vendor community to inform and educate them on best practices, including advertising FAQ's, industry days and partnering to empower more robust competition and innovation.



Strategy 5.2: Reflect the needs of our customers, employees and the communities we serve



New Jersey is among the most diverse states in the nation. The diversity of our state is reflected in the employees who work for NJ TRANSIT. It is our responsibility to ensure that every employee, customer, business partner and community member has the experience of being seen, welcomed, included and reflected in all our services and programs. We are committed to being a leader in inclusive public transportation.

To operate effectively as an organization, we consider all voices. We will create a new Director of Diversity position. We will also develop a talent strategy around diversity and inclusion, and use it to improve our Equal

Employment Opportunity training process. This will empower the NJ TRANSIT workforce to better understand our customers' needs so they can serve them better.

NJ TRANSIT's approach to talent management will focus our efforts to recruit, develop, promote and retain top talent from across the widest possible range of diversity.

Our succession and workforce planning efforts will work to ensure minorities and women are reflected in candidate slates from junior to senior levels. Our external recruitment will build partnerships to create pipelines of talent for underrepresented groups including veterans, people with disabilities and people who identify as LGBTQ. Internally, our Office of Civil Rights and Diversity Programs (OCRDP) will oversee our efforts to create an organization that mirrors the diversity of New Jersey at every level now and in the future.

Our Inclusion Council will add broad organizational insight to our efforts to identify and minimize areas of unconscious bias in our organizational processes and practices. While our Business Employee Resource Groups will provide a vehicle for employees to use their talent, innovation and affinity with various communities to develop initiatives that make NJ TRANSIT more welcoming and supportive for their fellow employees, customers and the communities we serve.

Our Customer Advisory Board will ensure diverse customer viewpoints and feedback are considered. And our internal Accessibility Committee will bring offices from across the organization together to develop innovative ways to make our system more comfortable, easier to use and simpler to navigate.



Strategy 5.3: Streamline procurement processes to accelerate projects

Faster procurement gives operations the parts and materials they need to keep the fleet running and gets new equipment online more rapidly. It also helps build new facilities more quickly and at a more reasonable cost. Although we have cut procurement times in half since the publication of the North Highland report, we must continue to improve our purchasing cycle times.

We must improve the speed, ease and consistency with which goods and services enter and move through the existing procurement system. We will standardize processes across departments, build out technologies that allow data sharing and tracking and develop procurement capabilities within different business units.

To accomplish this, we will adopt a category-based procurement strategy to improve supplier performance management.

We can then focus on areas where better supply, demand and process management will drive down costs. We will also build a robust procurement performance management system to provide transparency and hold ourselves accountable.

Improving procurement processes is only one element of improving our ability to deliver projects on time and on budget. We will continue to align the organization across functions for optimal performance and project delivery.



Spotlight: Our five-year Capital Plan

We are releasing a five-year Capital Plan, the first of its kind for the agency. This Capital Plan identifies the projects, budgets and schedules for dramatically improving the reliability, reach, safety, frequency and quality of NJ TRANSIT services.

Our capital planning process brings together ideas, data, and best practices from across our organization. We work collaboratively across stakeholder groups to develop and prioritize projects based on six criteria: (1) safety, (2) state of good repair, (3) customer experience, (4) business performance, (5) resiliency, and (6) a comprehensive cost-benefit analysis.

To best serve our customers, we will accelerate projects that immediately improve system reliability, and we will also seek to 'bundle' projects of a similar nature, such as station escalator renewal and platform improvements, to ensure rapid, efficient project execution.

When funded and implemented, the Capital Plan projects will not only improve the daily lives of customers but will also serve as the backbone for growing the state's economy. New Jersey residents, communities, and business will see numerous benefits in the form of congestion relief, reduced wear and tear on our roadways, increased property values and tax revenues, more sustainable development patterns, and improved environmental quality.



Strategy 5.4: Invest in and develop our people

At NJ TRANSIT, we see the diversity of our employees as key to our success. Having an organization that mirrors the communities we serve positions us naturally to meet our goal of providing world-class service to every customer.

Attracting and retaining a diverse pool of world-class talent requires we focus on the entire employee experience; from recruiting, onboarding and training, to performance evaluation, compensation and promotion.

Creating a high-performing organization begins with reorganizing our human resources department so that it aligns with our business units. Attracting top talent means we must also update our compensation levels, as well as update and streamline our testing requirements to isolate the skills our public transportation system needs to succeed.

Every employee should feel welcomed and have robust development opportunities and career pathways that link compensation and promotion to performance.

We must ensure our workforce is properly trained and equipped to do their jobs. We must ensure they are recognized and rewarded for success. From frontline employees through senior leadership, we must ensure every new hire wants to stay here for their career.

This year, in addition to our reorganization of Human Resources, we will begin this work with

a market analysis and job classification study, to support meaningful, agency-wide succession planning and an enhanced performance management philosophy and process.



Goal 5:
Build an accountable, innovative
and inclusive organization
that delivers for New Jersey





Strategy 5.5: Increase transparency to hold ourselves accountable

We must maintain the trust of every taxpayer and customer. To do so, we must make sound investments, demonstrate a return on investment, and develop a culture of high performance. While we've made a start with Governor Murphy's Executive Order 80 (EO80), we will continue to improve transparency working alongside our Board of Directors.

Our performance dashboard makes it easy to track key performance metrics, such as on-time performance, mean distance between failure, and total cancellations each month. Our annual report also provides in-depth information on our performance, financial health, fleet reliability, facilities, state of good repair projects, major capital initiatives, safety and security, support for elderly and disabled customers, resiliency, and sustainability.

You can track our performance today at njtransit.com/performance.



Strategy 5.6: Strengthen organizational resilience and safety programs

Investing in planning and training for major disruptive events and implementing a safety management system is essential to ensuring our employees and customers are safe, no matter the circumstance. The New Jersey Transit Police Department's Office of Emergency Management continues to set a national example for excellence in leading the agency's planning, response, recovery, and mitigation efforts. The NJ TRANSIT Comprehensive Emergency Management Plan establishes a comprehensive framework for management of incidents and events affecting NJ TRANSIT, and is updated regularly and ready to be implemented as needed. The New Jersey Transit Police Department regularly works with federal, state and local law enforcement agencies and emergency responders to conduct emergency response exercises and preparedness trainings. We operate under the tenets of the National Incident Management System to prepare for a wide variety of incidents, and NJ TRANSIT's first responders, employees, and partner agencies regularly participate in nationally-recognized counter-terrorism and emergency management training courses.

Through extensive regular training, we are constantly developing and updating agency wide approaches to emergency situations to ensure that NJ TRANSIT can flexibly respond to, and recover from, a variety of circumstances.



Additionally, NJ TRANSIT is accelerating efforts to fully adopt a risk-based safety management system, which will allow us to enhance safety across the entire organization, allocate mitigation resources based on data analysis, increase engagement with employees on safety programs, protocols and procedures, and increase engagement with customers on safety protocols and concerns through safety events and system messaging.



Strategy 5.7: Leverage technology to improve operations and customer experience

Our ambitious plan is to transform NJ TRANSIT into an organization driven by automation, business intelligence and process improvement. We will use the tools, technology, and talent necessary to offer the best modern and technologically-advanced public transit experience in the United States. Data and analytics, lean methodologies, project management and upgraded applications and application interfaces will guide our path forward. We will develop an open data policy to support the public with better data and information.



Managing NJ TRANSIT Through Unprecedented Times

NJ TRANSIT has a long history of dealing with unprecedented events. In the past twenty years, our organization has responded to a series of crises and emergencies: from the threats of terrorism in the wake of the September 11th attacks, to numerous storms, including the particularly destructive consequences of Superstorm Sandy. Throughout, NJ TRANSIT has responded nimbly to keep our employees and customers safe and has provided mobility to New Jersey and the broader region.

Today, we are working to meet the unprecedented challenges presented by the COVID-19 pandemic. NJ TRANSIT has implemented numerous measures to protect our employees and customers since the onset. We have led the country with these safety initiatives, such as disinfecting all vehicles every 24 hours—even before the first official positive case was identified in New Jersey. We will carry the lessons learned from this pandemic forward and NJ TRANSIT will consider adopting the new protocols that help us get through this emergency as a standard practice.

The long-term impacts of COVID-19 are unknown, but our decision-making will continue to be guided by the goals and values presented in this 10-year strategic plan.

Goal 1: Ensure the reliability and continued safety of our transit system

Ensuring the safety of our customers and our employees is always our first goal, and the need to do this is even more salient during a pandemic. Making the system safe to ride starts with getting the basics right: 1) social distancing; 2) enhanced cleaning and disinfection; 3) access to proper personal protective equipment; 4) testing for our employees and 5) requiring the wearing of face coverings by customers and employees.

Beyond this, NJ TRANSIT is exploring opportunities to leverage technology to improve health and safety outcomes. Whether new protocols or cleaning technology or protocols, like UV lights and cleaning robots, or technology that allows customers to optimize their route based on the level of possible distancing, NJ TRANSIT will continue to adopt new ways of working to ensure that we are keeping our customers and employees as safe as possible.

Goal 2: Deliver a high-quality experience for all our customers, with their entire journey in mind

NJ TRANSIT has a duty to provide a high-quality customer experience at all times. Crises like COVID-19 also present an unique opportunity to accelerate innovation and deploy new capabilities to improve customers' interactions and experiences.

We are dramatically expanding our digital communications in order to inform and educate customers in real-time, and enhancing payment capabilities to reduce touchpoints between employees and customers.

Goal 3: Power a stronger and fairer economy for all communities in the region

For many New Jerseyans, NJ TRANSIT provides a lifeline in regular circumstances. In a pandemic, that lifeline becomes even more critical.

Our transit system continues to allow essential workers to reach their jobs. We have nimbly adjusted service schedules to meet emerging patterns of demand in the dynamic environment that a pandemic creates. We have also continued to serve our Access Link customers to ensure New Jerseyans, regardless of physical ability, can continue to seek healthcare and other critical services.

NJ TRANSIT will be a critical component for ensuring the regional economy can restart. New Jersey relies on public transportation more than just about any other location in the United States. NJ TRANSIT will work hand-in-hand with State public health officials as New Jersey re-opens, to ensure that our service is ready when people return to the workplace, shopping destinations, and take part in recreational activities.

Goal 4: Promote a more sustainable future for our planet

NJ TRANSIT remains one of the most environmentally-responsible modes of transportation. The public health and economic response to the pandemic has reduced ridership to record lows. Restoring trust in the system, and getting riders back on transit instead of choosing less sustainable modes, will be critical for ensuring the health of our planet.

Goal 5: Build an accountable, innovative and inclusive organization that delivers for New Jersey

A safe working environment for our employees is a fundamental obligation. Our employees' safety requires us to change the way we work. Many changes have already been implemented, such as providing COVID-19 testing sites, introducing staggered shifts to minimize contacts between employees, and expanding work-from-home options. We continue to adapt our internal operations and processes to ensure we maintain alignment with organization's key objectives.

NJ TRANSIT's COVID-19 Response

NJ TRANSIT has been at the forefront of pandemic response to COVID-19. Nearly one month before the first case was identified in New Jersey, we introduced an internal NJ TRANSIT Coronavirus Task Force, led by our NJ TRANSIT Police Department's Office of Emergency Management and guided by our Comprehensive Emergency Management Plan. The Task Force has been instrumental in coordinating and shaping our response to the pandemic, ensuring all decisions are aligned with the most recent recommendations from state and federal health officials. Key actions are making a difference and some of these practices will carry forward as NJ TRANSIT continues to improve the safety of customers and employees:

Enhanced cleaning:

- NJ TRANSIT disinfects all vehicles every 24 hours
- Our enhanced cleaning regimen in stations includes additional disinfecting of frequent customer touchpoints once every shift in major stations

Promoting social distancing and the use of personal protective equipment:

- Ensuring social distancing in Rail and Light Rail by keeping the same number of cars on each train that we have on weekday trains, while running a holiday or weekend schedule
- Added 2,500 weekday bus trips while allowing for 50% vehicle occupancy
- Required customers and employees to wear face coverings while riding
- Instituted rear-door boarding on buses
- Eliminated cash transactions on-board and stopped in-person ticket sales

Promoting employee safety:

- Any employee who can work from home is working from home
- Provided personal protective equipment to all front line employees
- Established three COVID-19 testing sites for NJ TRANSIT employees

Enhanced communications:

- Conducted robust campaigns to inform customers of system availability and proper safety protocols.

Regional cooperation:

- Along with regional partners, petitioned federal government for financial assistance and awarded \$1.4 billion through the Coronavirus Aid, Relief and Economic Security (CARES) Act; Submitted a second petition for additional assistance
- Engaged in regular, joint discussions with regional partners (e.g., MTA, PATH, SEPTA, Amtrak) to coordinate service restoration
- Representing New Jersey in the Transportation Working Group of the Seven-State task force

Driving major programs and projects:

- Accelerated Revenue Service Demonstration Testing to ensure the Positive Train Control project is delivered on time
- Advancing \$4 billion of projects, including the Portal North Bridge project and Raritan River Lift Bridge Replacement

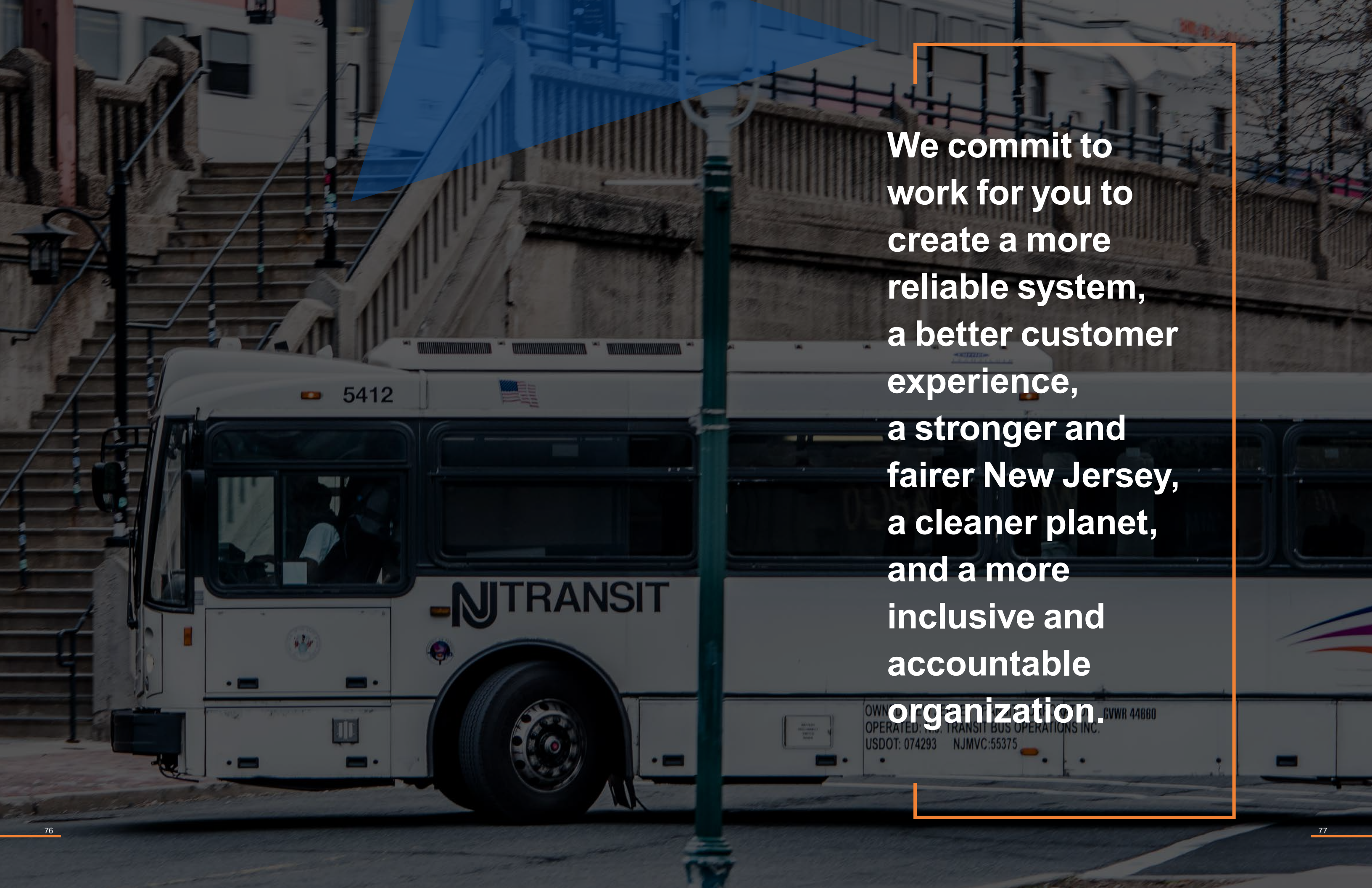
HELP PREVENT THE SPREAD OF VIRUSES

- Cover your nose & mouth when you cough or sneeze. Avoid touching your eyes, nose & mouth.
- Wash hands often with soap & water for at least 20 seconds or use an alcohol-based hand sanitizer.
- If you feel sick with fever, cough or trouble breathing, or develop symptoms you should seek medical care right away.



nj.gov/health



A white NJ Transit bus is parked on a city street. The bus has the number 5412 on its side and the NJ Transit logo. It is parked in front of a stone building with a set of stairs. A blue triangular graphic is in the top left corner, and an orange rectangular frame surrounds the text on the right.

**We commit to
work for you to
create a more
reliable system,
a better customer
experience,
a stronger and
fairer New Jersey,
a cleaner planet,
and a more
inclusive and
accountable
organization.**

Acknowledgments

This plan is dedicated to the people of NJ TRANSIT, who tirelessly move over 900,000 customers a day. And to our customers for their daily support and faith in our future, who give us 900,000 reasons to come to work.

NJT2030 is the product of ideas, debates, and bold decisions.

We extend our gratitude to the NJ TRANSIT Board of Directors, the Executive Management Team, and to all of our partners in this process—especially the Employee Advisory Committee that gave voice to our agency’s vision.



NJT2030:

OUR PLAN AT A GLANCE

Goal	0-2 Years	3-5 Years	6-10 Years
Ensure the reliability and continued safety of our transit system	<ul style="list-style-type: none">• Increase bus service on congested / unreliable routes using existing fleet• Begin bus prioritization pilots• Fully implement PTC• Begin Trans-Hudson capacity studies• Continue protecting customers & employees through enhanced cleaning, PPE disbursement, and other pandemic countermeasures	<ul style="list-style-type: none">• Fleet replacements begin• Begin work on key rail bottlenecks and bus infrastructure (e.g., Northern Bus Garage)• Sensor-based predictive maintenance in place• Trans-Hudson pilots begin	<ul style="list-style-type: none">• Work completed on key rail infrastructure• Full operationalization of Northern Bus Garage, and rebalancing of fleet / infrastructure• Trans-Hudson solutions implemented (e.g., West Side ferry terminal)
Deliver a high-quality experience for all our customers, with their entire journey in mind	<ul style="list-style-type: none">• Improve communications infrastructure at stations and in-vehicles• Study outside mobility partnerships• Study fare rationalization and expand tap-to-pay	<ul style="list-style-type: none">• Implement fare rationalization• Expand mobility partnerships• Begin station rehabilitations, and upgrade communications equipment	<ul style="list-style-type: none">• Fully roll out mobility partnerships• Complete station rehabilitations• Fully upgrade communications equipment
Power a stronger and fairer New Jersey for all communities	<ul style="list-style-type: none">• Study redesigned bus network and expanded service in underserved communities• Study BRT and expanded light rail• Plan for improved accessibility	<ul style="list-style-type: none">• Introduce service on expanded bus network• Pilot improvements to Access Link• Begin construction of light rail expansion	<ul style="list-style-type: none">• Expanded light rail service in new corridors• Complete accessibility improvements
Promote a more sustainable future for our planet	<ul style="list-style-type: none">• Study improved pedestrian and bike access, and partnerships to expand TOD• Develop sustainability plan and roadmap for Energy Master Plan	<ul style="list-style-type: none">• Begin climate change impact mitigation projects• Pilot improved pedestrian access and TOD• Begin infrastructure improvements for net-zero emissions fleet	<ul style="list-style-type: none">• Fully support net-zero emissions fleet• Expand partnerships to support TOD• Fully harden most-vulnerable infrastructure against climate change
Build an accountable, innovative and inclusive organization that delivers for New Jersey	<ul style="list-style-type: none">• Reorganize HR department to speed hiring, update compensation, training and evaluation• Begin updating IT systems• Study and pilot procurement process changes	<ul style="list-style-type: none">• Introduce additional data analytics capabilities in all departments• Expand procurement process improvements and vendor / staff training	<ul style="list-style-type: none">• Complete IT systems upgrades• Finalize procurement process and training improvements



N®