

**Chris Christie**, Governor  
**Kim Guadagno**, Lieutenant Governor  
**James S. Simpson**, Board Chairman  
**Veronique Hakim**, Executive Director

**NJTRANSIT**  
One Penn Plaza East  
Newark, NJ 07105-2246  
973-491-7000

April 10, 2014

Dear Governor Christie:

Pursuant to Chapter 150, Laws of 1979, I herein transmit the minutes of actions taken at the open session of the re-scheduled meetings of the New Jersey Transit Corporation, NJ Transit Rail Operations, Inc., NJ Transit Bus Operations, Inc., NJ Transit Mercer, Inc., and NJ Transit Morris, Inc., Board of Directors held on Tuesday, April 8, 2014.

Sincerely,

Original Signed By

Joyce J. Zuczek  
Acting Board Secretary

Enclosures

Honorable Chris Christie  
Governor, State of New Jersey  
State House  
Trenton, NJ 08625

Minutes of the actions taken at the Open Session of the re-scheduled Board of Directors' meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. held at NJ TRANSIT Headquarters, One Penn Plaza East, Newark, New Jersey on Tuesday, April 8, 2014.

**Present**

James S. Simpson, Chairman  
Bruce M. Meisel, Vice Chairman  
Regina M. Egea, Governor's Representative  
Robert Romano, Treasurer's Representative  
James C. Finkle, Jr., Board Member  
Raymond W. Greaves, Board Member (non-voting)  
Myron P. Shevell, Board Member (By Telephone)  
Flora M. Castillo, Board Member (By Telephone)

**Also Present**

Veronique Hakim, Executive Director  
Penny Bassett Hackett, Acting Assistant Executive Director, Communications and Customer Service  
Michael Kilcoyne, Acting Vice President/General Manager, Bus Operations  
Robert Lavell, Acting Vice President/General Manager, Rail Operations  
Christopher Trucillo, Chief of Police  
Kathleen M. Sharman, Chief Financial Officer & Treasurer  
Steve Santoro, Assistant Executive Director, Capital Planning & Programs  
Alma Scott-Buczak, Assistant Executive Director, Human Resources  
Leotis Sanders, Vice President Civil Rights & Diversity Programs  
Carlos Ramirez, Assistant Executive Director, Corporate Affairs  
Warren Hersh, Auditor General  
Michael Gonnella, Deputy Attorney General  
Joyce J. Zuczek, Acting Board Secretary

Chairman Simpson convened the Open Session at 10:06 a.m. in accordance with the Open Public Meetings Act. Acting Board Secretary Zuczek announced that the Board Meeting is being video recorded.

Chairman Simpson asked for a motion to adopt the minutes of the March 12, 2014 Board Meeting. Vice Chairman Meisel said he was abstaining from voting because he was not at the Board meetings. A motion was made by Board Member Finkle, seconded by Board Member Shevell, and adopted by the remaining voting Board Members.

**Public Comments on Agenda Items and Other Matters**

There were 9 public comments. Acting Board Secretary Zuczek announced the public comments would be limited to five minutes in order to give everyone an opportunity to be heard.

**Michael Reilly**, General Chairperson for SMART United Transportation Union, said they are the largest rail union with approximately 1,100 conductors and trainmen on NJ TRANSIT Rail. He said several items were discussed at the March 12, 2014 Board meetings and he would like to comment on a few of them.

Mr. Reilly discussed safety. He noted that Item 1404-17 Independent Safety Review of NJ TRANSIT Rail Operations was on the April 8, 2014 agenda. He said the item is for independent safety review of NJ TRANSIT's work practices and overall safety culture. Mr. Reilly said the Executive Director's March report dedicated 14 pages to on-time performance for rail, bus and light rail, but there were zero pages dedicated to safety. He said the only mention of safety or personal injury was the \$600,000 claim settlement. Mr. Reilly said there is no safety culture at NJ TRANSIT.

Mr. Reilly mentioned crew communications. He said a speaker said the passengers receive information quicker than the train crews. Mr. Reilly said that is true. He said they have used Nextel service since 2005 and the phones are out of date, cumbersome and slow. He said they do not receive accurate information to provide to passengers. Mr. Reilly said they have crew members who do not have a radio. He said he asked for every train crew member to have a radio to communicate with other crew members in case of emergencies or just to monitor and obtain up to date information. Mr. Reilly said in case of an emergency, such as the Metro North accident, the Nextel phones would not be effective. He said it seems that everyone but the train crews have the up to date technology. Mr. Reilly said if they are required to carry the phones, he requests NJ TRANSIT issues something that is useful.

Mr. Reilly said employee morale was also discussed at the last Board meetings. He said in June it will be three years that the rail unions have been without an updated agreement. Mr. Reilly said that is a long time in a state with a high cost of living and nothing on the horizon. He said that results in disgruntled employees.

Mr. Reilly said the crew facilities in New York are overcrowded, dirty, and infested with rodents. He said their facilities at the Meadows Maintenance Complex switching yard were destroyed by Hurricane Sandy in 2012. Mr. Reilly said numerous conductors have been assaulted on trains. Additionally, he said most of the members on the extra list that received a four hour notice regarding when to report each day, cannot get paid correctly or in a timely manner. Mr. Reilly said they have been requesting for years that the extras be given access to information about where and when they might work, instead of having to make phone calls for hours trying to find their standing regarding assignments.

Mr. Reilly said his predecessor stood before the Board in March 2008 and discussed the safety culture at NJ TRANSIT and was quoted as saying at NJ TRANSIT, an on-time train is better than a safe train. Mr. Reilly said even though NJ TRANSIT received some undeserved bad press about Super Bowl, all of the 15 different unionized organizations at NJ TRANSIT were asked to rise to the occasion. He said they certainly did their part because they are dedicated professionals and take pride in their jobs. Mr. Reilly said he hopes NJ TRANSIT recognizes all of their efforts and turns the culture around.

Chairman Simpson asked the speaker to repeat his name and organization, for confirmation regarding the date when his predecessor spoke, and for information about how long Mr. Reilly has been General Chairman. Mr. Reilly said he has been General Chairman for one and a half years.

Chairman Simpson said he would not refute Mr. Reilly's statements but asked why he says there is no safety culture at NJ TRANSIT. Mr. Reilly said it is just the culture. He said they go about their work every day and no one ever tells them anything or talks to them about safety. He said they go to work, do their jobs, and if somebody gets hurts, they can't even get someone at NJ TRANSIT to call or talk to them. Mr. Reilly said he doesn't even know the safety numbers and has to ask for them.

Chairman Simpson said that is something the Board has talked about for a while. He said they want to know the number of employees and customers getting hurt and the number of slips, trips and falls. Chairman Simpson expressed that they will not tolerate a customer or anyone else assaulting an employee. He said he has discussed this with Chief Trucillo in the past. Mr. Reilly said Chief Trucillo has been very helpful but said they have a lot of trains and a lot of bad areas, where they need cameras, and they have had a number of conductors assaulted this year.

Chairman Simpson said safety starts at the top. He said he is very committed to safety and NJ TRANSIT's new Executive Director Hakim is totally committed to safety. Chairman Simpson said part of enhancing that culture is bringing an outside consultant in to give an unbiased view of where NJ TRANSIT stands.

Chairman Simpson said they all agree that they need a culture of safety, and if there is anything he or Executive Director Hakim can do to help enforce that with the employees or to make that happen, to let them know. Chairman Simpson said he needs Mr. Reilly to let the employees know NJ TRANSIT has a culture of safety. Chairman Simpson said the first thing they need is for people to report anything that is unsafe. He told Mr. Reilly if he is aware of any unsafe conditions, to call him.

Chairman Simpson said he thinks the dialogue was the first step in the right direction and he looks forward to working with Mr. Reilly. Chairman Simpson said he hopes all the NJ TRANSIT employees read the articles about this to get the word out that the

leadership believes in safety. He said he would rather have a late train than a dangerous train.

**Steve Thorpe** thanked Executive Director Hakim. He said he noticed in her report that NJ TRANSIT is instituting a pilot program for quiet cars in off-peak hours. Mr. Thorpe has been asking for it for a while. He said he is looking for different times but a pilot is a pilot and it has to start someplace. Mr. Thorpe said he is sure NJ TRANSIT is using what it thinks is the proper time frame so he is willing to work with NJ TRANSIT to see how that works. He said he is really thrilled about it.

Mr. Thorpe echoed what the previous speaker said. He said he has heard about dangerous conditions from train crews while he has been a passenger on the system. Mr. Thorpe said the more NJ TRANSIT can do for the employees who work on the trains, and the more that can be done to make the trains safe, the more satisfied the employees, which is better for everyone. Mr. Thorpe said everything trickles down from the top and told Chairman Simpson that he thinks he has done a tremendous job to improve the culture at NJ TRANSIT. He said Chairman Simpson deserves credit for that and thanked him for being the first person to really listen and pay attention to it.

Mr. Thorpe thanked Executive Director Hakim for listening and being so quick about the quiet cars.

Mr. Thorpe spoke about Item 1404-14 Frank R. Lautenberg Station Intermodal Facility Improvements: Facility Construction Contract Award. He said he noticed NJ TRANSIT wants to expand the area for buses and saw mention of Mega Bus. Mr. Thorpe said Mega Bus serves intercity markets and is in direct competition with Amtrak. To him, they are taking the cream off the top of what Amtrak does because their fares are so low.

Mr. Thorpe said Amtrak responded to a written statement by the New Jersey Association of Railroad Passengers about increasing stops at Secaucus Transfer Station. He said basically Amtrak said no, they do not want to do it because it is not going to be cost-effective. Mr. Thorpe thinks Amtrak needs to look at it and said the fact that some Amtrak trains stopped there for the Super Bowl made a big difference.

Mr. Thorpe said his brother lives near Harrisburg, Pennsylvania and he traveled to a Giants game once. His brother had to take a train to Newark, change trains at Newark, and then change trains at Secaucus, resulting in a three seat ride. Mr. Thorpe said his brother said he could just get in his own car instead of taking three trains for about 200 miles. Mr. Thorpe said that doesn't do anything to get cars off the road.

Mr. Thorpe ended by thanking Executive Director Hakim again for implementing the pilot program for quiet cars during off-peak times.

**Daniel Green**, New Jersey Association of Railroad Passengers, said the recently-issued official New Jersey State Rail Plan states: "In the past three decades, thousands

of people have relocated from the older urban core of the New York-New Jersey metropolitan area to Monmouth, Ocean, and Middlesex counties but the passenger rail transportation facilities that exist just hug the perimeters of the region, leaving a wide area in between without direct rail service.”

Mr. Green said that is why NJ TRANSIT must revive the now dormant, but very crucial, passenger rail project called MOM (Middlesex-Ocean-Monmouth), a proposed new branch that will provide passenger rail service to the inland portions of all three counties. He said travelers must be offered a rail alternative to the ever-increasing burden of more and more cars and buses on our crowded highways.

Mr. Green said just a few years ago, former state Commissioner of Transportation, Jack Lettiere, stated publicly that there is a real need for MOM. He said former Governor Christine Todd Whitman met with the Central Jersey Rail Coalition in her office, and she told them she would support MOM. Mr. Green said another recent transportation commissioner, Kris Kolluri, personally told him that “MOM is absolutely imperative” He said Mr. Kolluri was very confident that MOM would easily draw enough ridership to be successful and viable.

Mr. Green said MOM is currently dormant. He said it is still on NJ TRANSIT’s list of future projects, but nothing to promote it has been done for several years. Mr. Green believes that the official Environmental Impact Statement was finally completed after years of work, but to his knowledge the results and conclusions of the study were never published or even announced.

Mr. Green said the New Jersey Association of Railroad Passengers supports and urges the reactivation, development and construction of the MOM passenger rail project along the Monmouth Junction alignment. He said they request that NJ TRANSIT do the following, in the interim, with regard to this proposed alignment, until it becomes funded: (1) Clarify the meaning of the 2013 abandonment of the Freehold Secondary by Conrail Shared Assets and clarify the actual track ownership in order to preserve the right-of-way; (2) Take all necessary steps to ensure that no physical or legal encroachment takes place upon the right-of-way there, including informing local governments, abutters and realtors that this right-of-way continues to be under active consideration for future passenger rail service, and erect signs to this effect at all grade crossings along the five-mile inactive segment of the Freehold Secondary; (3) With regard to the design and construction of the Mid-Line Loop on the Northeast Corridor, make provision for a future connection to the MOM line, so that MOM trains may, in the future, run alongside the Corridor between there and Monmouth Junction; and (4) Update and publish the MOM Environmental Impact Statement so as to include the eight new and urgent considerations which Mr. Green submitted to the Board in the full version of his statement.

Mr. Green said the MOM rail project still remains only a concept and a hope. He said MOM can certainly be developed and built in segments using an incremental approach, so there is always room for negotiation in that respect. Mr. Green said after years of impartial meetings and discussions with all three counties, it is now evident that

NJ TRANSIT will have the authority, power and influence only together with the personal involvement of the Governor to choose one of the three MOM alignments, ideally the Monmouth Junction alignment. He hopes that the Governor will have the courage and fortitude to do so. At that point a source of funding for the project will surely emerge. Mr. Green said they need their MOM and they will not forget their MOM.

Chairman Simpson asked Executive Director Hakim to make sure the planning staff's standard policy is not to let go of any Rail Right of Way. He said it is something very important to preserve for the future. Executive Director Hakim said she would look into it.

**Orrin Getz**, New Jersey Association of Railroad Passengers, thanked Executive Director Hakim for meeting with the advocates on March 14, 2014. He said it was a very productive meeting and he hopes they can continue those meetings because he thinks they can be very effective to improving service on NJ TRANSIT.

Mr. Getz said he handed Chairman Simpson and Executive Director Hakim copies of the Metro North Committees' report because he thinks there are several things in them that they should go over. He said one of them is on pages 126 through 137. Mr. Getz said they clearly showed all the major delays causing rail service disruptions, on a day by day basis. He said this helps show what is going wrong, when it is going wrong, and it gives an idea of how to resolve some of the problems and improve service. Mr. Getz said NJ TRANSIT should do something similar.

Chairman Simpson said he and Executive Director Hakim agree with Mr. Getz. Chairman Simpson said they were at the MTA for 10 years and they are very familiar with the reports. He said Rome was not built in a day, Executive Director Hakim just started at NJ TRANSIT, but the public will start to see things like that in time.

Mr. Getz said Chairman Simpson also mentioned the police report in the past. Chairman Simpson said it will be added at some point. He said they have a new Safety and Security Committee coming up. Chairman Simpson asked Mr. Getz if he listens to them at all at the Board meetings, because the Board listens to him. Mr. Getz said he knows and the third thing is that they add a safety report and that would be good too. Chairman Simpson said they know.

Mr. Getz said he also gave them a copy of an article about the Mass Transit Task Force for the new Tappan Zee Bridge. He said they are recommending improved service through Rockland, Bergen and Orange Counties. Mr. Getz said this includes the Port Jervis Line, Bergen County Line, Main Line, and Pascack Valley Line. He believes this is a great opportunity for NJ TRANSIT to work with Metro North and the MTA on this project so they can get some of the improvements they need like additional sidings on the Pascack Valley Line and other projects which can greatly enhance service for NJ TRANSIT.

Mr. Getz said in response to the East Harlem gas explosion that knocked out service to Grand Central Terminal, Governor Cuomo said he supports Metro North Service into Grand Central Terminal. Mr. Getz suggested NJ TRANSIT could provide the service. He said Chairman Simpson previously mentioned trying to do something with through service. Mr. Getz thinks NJ TRANSIT should take this opportunity to work with MTA on this project and it could work out.

Mr. Getz said at the May 8, 2013 Board meetings NJ TRANSIT authorized a \$1.2 million contract with AECOM for Super Bowl demand forecasting. Mr. Getz would like to see the report to see if anything in the report can be used for future events. He said it would be good if the public could see it, in addition to staff, so they can comment on it for improved service.

Mr. Getz said Item 1404-14 is over budget and he questioned whether NJ TRANSIT needs the project since the demand was for the Super Bowl, which is over.

**Murray Bodin** told Mr. Reilly from SMART United Transportation Union that he didn't notice that Chairman Simpson was listening to him. Mr. Bodin told Mr. Reilly that it is his responsibility to tell the Union that NJ TRANSIT is a new organization that has changed. Mr. Bodin told Mr. Reilly it is his responsibility to go back to the union and ask what is going on and what needs to be fixed. Mr. Bodin doesn't think Mr. Reilly should complain at the Board meetings.

Mr. Bodin said 150 years ago they put up two pieces of wood with a crossbar at the railroad crossings because it was cheap. He said it is out of the Manual on Uniform Traffic Control Devices which has not been updated. Mr. Bodin believes there should instead be a sign stating that the train is coming and warning people to be careful so kids today can understand the message. Additionally, he reiterated his belief that the flashing lights should be red, yellow and green like the traffic lights. Mr. Bodin said the manual needs to be updated and he is not sure how organizations such as NJ TRANSIT do that.

**Joseph M. Clift** thanked Executive Director Hakim for starting the online library. He said he thinks that is wonderful. Mr. Clift said he noted in his comments about Item 1404-14 that there is a 2009 study about ground operations and asked if that could be posted as well.

Mr. Clift also thanked Chairman Simpson and Executive Director Hakim for opening the Board committee meetings to the public in March. He said Committee Members Finkle and Castillo asked questions and the public received a much fuller presentation for the Board meetings package regarding Secaucus Improvements. Mr. Clift believes that is a direct result of that process.

Mr. Clift said he provided a single page handout and he wants to take the Board on a virtual tour of Secaucus. He said there is already about two acres of covered swamp

wetlands on the south side that was not there before. Mr. Clift said about one and a half acres is asphalt and the rest is gravel.

Mr. Clift said he has argued before that the project was unnecessary but it was done to date. He said a week ago, he spent the morning peak period and afternoon peak period there. Mr. Clift said the problem the report cited has been solved and the battle has been won. He said the problem was that buses were laying over at the curbside on the south side, causing congestion. Mr. Clift said the buses are parked on the apron now and the curb parking problem has disappeared. He said the time to drop off and load is minimal. Mr. Clift said if you calculate with building seven bus bays, the occupancy rate during peak hours on existing bus routes, it is 10 to 11 percent for the actual time they are loading and unloading.

Mr. Clift thinks Item 1404-14 is unnecessary. He asked that the Board at least send it back to the Customer Service Committee, which is the last committee of all three committees it was presented to at some point. Mr. Clift said NJ TRANSIT does not have the metrics on cost or overruns and the project is double its original price. He thinks what makes sense is to sit and watch what happens and try to manage it. Mr. Clift said in the past, buses sat at the curb but now there is all the apron space for laying over. He also said the vans and shuttles can be accommodated on the south side instead of north side. Mr. Clift said the congestion problem with private cars dropping off and picking up passengers will not change because it is the perfect place.

Mr. Clift asked the Board to stop the item and use the money for something else. Mr. Clift said the proposal was for 48 parking spaces. Mr. Clift said if there are more spaces, it will encourage more parking instead of parking in Edison Parking on the other side which charges \$24 per day.

**David Peter Alan**, Lackawanna Coalition, said thirty-five years ago tomorrow, concerned commuters in Millburn and elsewhere on the Morris & Essex rail lines formed the Lackawanna Coalition. He said NJ TRANSIT was founded later in 1979, in response to the same mobility crisis, which gripped the State of New Jersey. Mr. Alan said two weeks from this Monday, they will celebrate their anniversary while they also celebrate what they hope will be the start of a new era of cooperation between NJ TRANSIT and the representatives of its riders.

Mr. Alan said last month, as Executive Director Hakim began her new job at NJ TRANSIT, the Coalition began a new policy of having a presentation at every meeting. He said they look forward to Executive Director Hakim's upcoming visit. They also changed their agenda last month, so they could play Chairman Simpson's statement from last month's meeting of this Board and share it with their members. Mr. Alan said they were all tremendously impressed. He said he has been observing the transit scene for 29 years, and never before has he seen a Commissioner take such a deep interest in transit issues. Mr. Alan told Chairman Simpson that he noticed that his positions are in accord with theirs on a number of issues, and he offered their strong

support and whatever help they can give toward implementing policies that will improve mobility for NJ TRANSIT's riders.

Mr. Alan told Executive Director Hakim they appreciate the opportunities she gave them to present their views and concerns. He said they hope last month's meeting was the first of many, and that Executive Director Hakim and other managers will take their suggestions seriously.

Mr. Alan said it looks like the relationship between NJ TRANSIT and the representatives of the state's transit riders is changing quickly and strongly for the better. For that to happen, he said the Board and management at NJ TRANSIT need to implement new policies, both substantive and procedural. Mr. Alan said from his 33 years of experience practicing law, he learned that the procedure must come first, so the riders and their representatives will have a voice in decision-making at NJ TRANSIT. He said the old "business as usual" practices will not work anymore. Mr. Alan said in the future, every project must be evaluated to determine the extent to which it benefits NJ TRANSIT's riders and provides good value for NJ TRANSIT's riders and the taxpayers of New Jersey. He gave as an example, all information concerning capital program contract authorization requests should be clear and understandable, with all information disclosed to the public when the Board members receive it.

Mr. Alan said genuine transparency requires that the public be allowed to comment on Board agenda items, after hearing the full briefing given to the Board concerning those items. He said the item concerning the bus terminal at Secaucus is a case in point. Mr. Alan said the document concerning bus parking dated April 6th is materially different than the one dated March 19th. He believes such a large difference violates the new policy of allowing the public to comment at Board Committee meetings. They strongly request that this item be removed from consideration until they have had an opportunity to review and comment on it. Otherwise, he said this Board will be sending a signal that the public is still not permitted to comment meaningfully on Board agenda items.

Mr. Alan said they object to the project on substantive, as well as procedural, grounds. He said not only is this project unnecessary now that the Super Bowl is over, but their Technical Director Joe Clift has inspected the property at issue and has reason to believe, with the extremely opaque information provided, that the project has no utility for riders. Mr. Alan said even worse, it could end up wasting money to produce a worse result than the riders would have by leaving the property the way it is. He said they know that there is always a temptation to keep spending in an effort to retrieve sunk costs, but everybody who has had business training knows that such a practice can lead only to wasted money and other negative results. Mr. Alan said if this is truly a new era in the relationship between the representatives of the riding public and this Board and management, NJ TRANSIT will take that vital step today and demonstrate that this Board is no longer a rubber stamp. He said they can do this by saying "no" to this useless project.

Mr. Alan said they also ask the Board to say "no" to the proposed bridge on the North Jersey Coast Line between Manasquan and Point Pleasant, another wasteful and unnecessary project. He said the information says that the bridge in question is in fair condition, so it does not need to be replaced now. Mr. Alan said there are only two stops beyond the bridge, so only a few riders go there. He believes a single-track bridge makes more sense and it would be sufficient to support hourly service on the line, which is more than that part of the line has now. Mr. Alan said there is far more service on the Gladstone Branch, which runs single-track for 22 miles, from Summit to Gladstone with only four passing sidings. He said if you want to get good value by double-tracking some choke points, the Gladstone Branch is the place to start.

Mr. Alan said this Board has approved measures that have cost riders and employees money, on the grounds that the savings produced by these measures justified their cost. He said if employees and riders must feel the pain, so can the big firms like Parsons Brinkerhoff, AECOM and HNTB. Mr. Alan said they should not be exempt. He said it appears that NJ TRANSIT has competent engineers who can design a railroad bridge. Mr. Alan said that may not even be necessary on the North Jersey Coast Line and repairing the bridge should be enough.

Mr. Alan said this is the opportunity to demonstrate that a new day has come to NJ TRANSIT. He said, as the representatives of the riding public, they urge this Board to take the first step toward independence and informed oversight of NJ TRANSIT's projects. Mr. Alan said they urge the Board to vote NO on the Secaucus project and the Manasquan River Bridge.

**Jack May** said he is a resident of Montclair. He said he has previously appeared on behalf of the New Jersey Association of Railroad Passengers. Mr. May introduced himself to Executive Director Hakim because he missed the meeting with the transit advocates. He appreciates that Executive Director Hakim has reached out to that part of the New Jersey stakeholder community.

Mr. May said he hopes the Executive Director Hakim's appointment to this important post represents a new beginning at NJ TRANSIT and not just a continuation of certain decade long procedures that truly need some rethinking and fresh air.

Mr. May said one of the most important tasks that he believes she is undertaking is finding a new person to lead NJ TRANSIT Rail Operations. He hopes she is seriously considering bringing someone in from outside the agency.

Mr. May said he sincerely believes that NJ TRANSIT needs a clean slate to change a management culture that over the years has become too complacent and set in its ways and not willing to adopt best practice policies and actions undertaken outside of New Jersey. Mr. May said he is specifically referring to actions that he believes are wasteful expenditures of unnecessary large sums of money with less than optimum results for the riding public and taxpayers. He said he was referring to actions that had resulted

from an attitude that NJ TRANSIT operates for the convenience of its management, not the public.

Mr. May said in many of its actions, previous management took the easy way out instead of working hard to produce the best results. He said some examples include ordering nine additional dual mode locomotives for diesel only service, especially after it has been shown that these units are not sufficiently powerful to do the job for which they were originally designed. Mr. May said when he asked why an extra \$5 million or \$6 million per engine was spent on these ALP-45 Dual Mode Locomotives, he said he was told NJ TRANSIT did not want to create another reservoir of new parts for the inventory by buying another new type of engine. Mr. May questioned spending \$50 million extra dollars to avoid simple housekeeping. He believes this type of thinking, which he believes has permeated the organization at the middle management level, does a great disservice for the stakeholders, riders and taxpayers.

Mr. May said he thinks huge monetary and operating exposure brought about by Hurricane Sandy was a result of this same attitude, specifically of taking the easy way out of storing the equipment in Hoboken and Meadows Maintenance Complex instead of using their brain and exerting themselves to find a safe location to store these assets.

Mr. May said his third example is winter snow schedules. He believes it would be easy to take a well thought out schedule designed for minor holidays like Martin Luther King Day and Presidents' Day, when a small but still substantial number of customers travel to and from their jobs in the rush hours, and then call it a snow emergency schedule.

Mr. May said on three days of this winter, January 3 and 22, 2014 and another date, there was overnight snow and difficult morning rush hour conditions. He said by noon or 2:00 pm, the roads and rails were clean. Mr. May said these schedules probably worked well for those who had critical jobs to get to, but not for those on all lines who use the rail during off-peak hours. He said all lines except the Montclair-Boonton, where he resides, has some weekday off-peak service at each station.

Mr. May said some stations in the Montclair area where he resides, specifically Walnut Street, Watchung Avenue, Upper Montclair, Mountain Avenue, Montclair Heights and Montclair State University, had no inbound service at all after the morning rush hour. He said passengers on the Main & Essex, who had tickets to a New York play or concert in the evening, had hourly weekend type service from stations like Maplewood, South Orange, Short Hills, Summit and so on to New York. He said Montclair-Boonton stations had absolutely no service to New York City.

Mr. May said he is not asking NJ TRANSIT to change service in the middle of a snow day and disrupt the lives of NJ TRANSIT's employees. He said he is suggesting NJ TRANSIT have a real snow day schedule for the Montclair-Boonton Line so its passengers can have similar treatment to what all NJ TRANSIT passengers have on other lines during such emergencies.

Mr. May said these are all details. He said he hopes the new head of Rail Operations will change the existing culture by putting middle management on notice that they must adjust to a new regiment. Mr. May said they need the same kind of changes indicated by Chairman Simpson when he rejected the self serving staff report regarding off-peak fares. He said this type of common sense activity must apply to all areas of NJ TRANSIT's future endeavors.

**Philip Craig**, New Jersey Association of Railroad Passengers, said he spoke at the last Board meetings about the May 8, 2013 New Jersey Association of Railroad Passengers' proposal regarding establishing through ticketing with a single point of purchase between the commuter rail and light rail. He said he would not go into detail but has resubmitted the May 8, 2013 statement through Acting Board Secretary Zuczek. Mr. Craig asked Chairman Simpson if the Board has given further consideration of the proposal. Chairman Simpson said he has not personally and apologized. Executive Director Hakim said staff is reviewing the proposal and they think they have a plan going forward.

Mr. Craig said he would also like to provide additional information regarding what Mr. May said regarding the nine additional ALP-45 Dual Powered Locomotives that were ordered. Mr. Craig said when they asked Kevin O'Connor why he ordered additional locomotives, he said they needed nine switching locomotives and they were able to take the nine additional dual powered locomotives, being purchased at \$10 million each, and use them to replace diesel electric locomotives which could be cascaded down into switching service.

Mr. Craig said they told him he could buy new switching locomotives for about \$4 million each or reconditioned ones for about \$2.5 million. He said Mr. O'Connor said they did not want the Meadows Maintenance Complex to have to deal with another set of spare parts. Mr. Craig said spending \$40 million to \$60 million of public funds for the convenience of the maintenance force is something they found shocking but it was a done deal and that is what happened. He said this is the type of thing they sincerely hope with the new administration, with Chairman Simpson and Executive Director Hakim's leadership, will not happen again. Chairman Simpson said this will not happen again.

### **Board Member Comments**

Chairman Simpson said during his time at NJ TRANSIT, which is approximately four and a half years, he does not believe he has heard that NJ TRANSIT has an unsafe operation because it is something that would be shocking to him and make him jump up. He said safety is at the forefront of everything the Board does, and as Commissioner of Transportation, he does not take it lightly and neither does the staff members at the dais.

Chairman Simpson admitted NJ TRANSIT has been very slow in enacting the safety reporting that the Board has requested for some time, but said they are turning the page

on it. At the last Board meetings, he said he announced that they wanted a Chief Safety Officer and initiated a new Safety and Security Board Committee, chaired by Board Member Finkle.

Chairman Simpson said they have always questioned what the safety culture is and where NJ TRANSIT is with safety. He said there were behind the scenes conversations that made him feel like NJ TRANSIT is running a safe operation.

Chairman Simpson said with respect to safety generally, the only big safety issue that he can recall during his four and a half years was the whole rail grade safety program, when there was a rash of individuals who were hit by trains, particularly at rail grade crossings. He said NJ TRANSIT started the E-Cubed Engineering, Education and Enforcement. Chairman Simpson said they made a stem to stern review and brought together the best and brightest from the National Transportation Safety Board, US Department of Transportation, NJ TRANSIT Police, State Police. He said he knows NJ TRANSIT is doing a lot, particularly with education, to bring down the numbers.

Chairman Simpson said they are really serious about safety and they strive for continuous improvement. He said they will see more in the future, particularly with respect to reporting, but they cannot do it overnight. Chairman Simpson said there is some behind the scenes work that needs to be done, but they are moving in that direction.

Executive Director Hakim said she welcomes the opportunity to speak with Mr. Reilly directly regarding why he thinks a culture of safety does not exist. She said she has been in and out of NJ TRANSIT's facilities and has heard safety being talked about in a very active way, which to her implies that safety is part of NJ TRANSIT's culture. Executive Director Hakim said she has been advised that NJ TRANSIT has safety stand downs throughout the year, daily safety job briefings before craft workers begin their day, and before the 7:30 a.m. rail call that she participated in with their leadership, there was a safety message. She said she hears it so she would welcome the opportunity to sit with Mr. Reilly and discuss it further.

Chairman Simpson said once there is an individual at NJ TRANSIT whose sole function is safety, in addition to reporting that will be at regularly scheduled Board meetings, activities behind the scenes will become public. Furthermore, he said this was talked about before, but this month they are approving a stem to stern assessment and there is a meeting with the Federal Railroad Administration later that day.

### **Advisory Committee Report**

There was no Advisory Committee Report.

### **Board Customer Service Committee Report**

Board Member James C. Finkle Jr. announced that the Customer Service Committee had its first open public meeting last month. The Committee was briefed on the proposed intermodal facilities improvements at the Frank Lautenberg Station which will expand the bus berths from 4 to 14. This project will improve service reliability, efficiency, traffic management and pedestrian safety.

The Committee was also provided an outstanding overview of the Customer Service Department and the great work they do every day.

### **Board Administration Committee Report**

Board Member James C. Finkle Jr. announced that the Administration Committee also had its first open public meeting last month. A financial update was provided which included a comparison of revenues and expenses to budget, as well as a revenue and ridership report.

The Committee was also provided an update on Human Resources that focused on career and job fair efforts.

### **Board Capital Planning, Policy & Privatization (CP3) Committee Report**

Vice Chairman Bruce M. Meisel presented the Capital Planning, Policy and Privatization Committee report. The Committee discussed the amendments to the task order consultant contracts. These amendments will continue to provide the technical expertise to progress the repair work as well as for the study and design of resiliency projects.

The Committee was also briefed on conceptual design services for the replacement and construction of an undergrade bridge, Brielle Draw, on the North Jersey Coast Line. The bridge has been prioritized for replacement due to its age, condition and repairs.

### **Executive Director's Monthly Report**

Executive Director Hakim provided a quick overview of her first month at NJ TRANSIT, which has been largely focused on listening and learning, meeting with employees, key stakeholders and most importantly the customers.

Executive Director Hakim had the privilege of participating in three "We are Listening" customer service forums, riding the system and meeting with customers and employees on buses, trains and light rail vehicles. She said nobody has been shy about sharing their thoughts about good ideas and concerns. These visits have taken her to New York Penn Station, Secaucus Junction, Newark Penn Station, Hoboken Terminal and the Port Authority Bus Terminal. She has also travelled to South Jersey, the Atlantic City Bus Terminal, Atlantic City Rail Terminal, Pennsauken Transit Center and Walter

Rand Transportation Center. Executive Director Hakim also rode the Atlantic City Rail Line and particularly noted for her friends in North Jersey that it is one of the most scenic transportation experiences she has ever encountered. She commended the hard working men and women who operate the Atlantic City Line and strongly suggested that everyone take some time and ride the line.

Since March 1, 2014, Executive Director Hakim said it has truly been a whirlwind. She said long days at the office and out in the field have been becoming the new norm for her and the executive management team. She said she has not found the complacency that was just mentioned. What she found is a group of people there who work very hard every day, seem open to new ideas, and provide thoughtful responses to questions when they are posed. She thinks the communication is just starting. Executive Director Hakim said it has been exhilarating and she commended the team for joining her in accepting the challenges Chairman Simpson threw out last month.

Additionally, she said the March 14, 2014 meeting with the rail advocates generated a lot of good ideas and they will be meeting on a quarterly basis moving forward. Executive Director Hakim noted that while it cannot be expected that there will be agreement on everything, there will be a respectful, substantive dialogue between NJ TRANSIT and the advocate community that will ultimately result in a better system for customers and taxpayers alike. She said that is their mutual goal.

Executive Director Hakim said even though her door is always open, she encouraged anyone who has a question, recommendation or are looking for information, to use the "contact us" link on the website. Executive Director Hakim requested this for one critical reason, so that all comments can be captured, tracked and responded to more efficiently. She also noted that customer service staff was right outside of the board room during every meeting and are available to assist everyone with questions and comments. She said they are trying to connect with the customers, advocates and the public.

Executive Director Hakim offered a quick overview of some of the steps that will taken going forward that are a direct result of some of the recommendations she has heard over the last 30 day, and said additional planning and actions will be taken over the course of the next 60 to 90 days.

Executive Director Hakim discussed transparency and accessibility. Based off one recommendation, NJ TRANSIT researched the feasibility of occasionally moving the times of board meetings to the evening hours. Executive Director Hakim was pleased to announce that there will be two evening Board sessions starting at 6:00 p.m: one in May 2014 and a second in September 2014 and again notes these actions are a direct response to the public's recommendations.

Executive Director Hakim was pleased to announce that the Executive Director's Report will be posted on njtransit.com on the day of the Board Meeting under the Board Meeting minutes section.

Executive Director Hakim has directed staff to develop a new on-line library for key documents and statistics that would be readily accessible and provide more information to the public. She thinks this section will be completed and will be accessible to customers and the general public within the next 6 weeks.

In addition, in response to Chairman Simpson's request for the rail fleet plan, significant progress has been made and she looks forward to sharing the information in the coming months.

Executive Director Hakim said the focus continues on projects designed to keep the system in a state-of-good-repair, which is critical for maintaining on-time performance and keeping NJ TRANSIT's customers safely on the move. She said one of those projects is on the agenda and recommends Board approval of the Brielle Drawbridge Conceptual Design. The Brielle Drawbridge is more than 100 years old and has been repaired many times over the years. It is currently operating in a single track configuration, which limits service operations between Brielle and Point Pleasant. It has also suffered from corrosion due to its close proximity to the water surface.

In short, when an engineer says a bridge is reaching the end of its useful life, she would like to get a project started for it. For these reasons, the Brielle Draw has been prioritized for replacement. Returning Brielle Draw to its original double operational alignment will provide more flexibility to rail operations, which will ultimately improve on-time performance.

Executive Director Hakim said with regard to on-time performance, the team is collectively looking deeper on how these figures are measured and how the customers can utilize this information in a more user friendly manner. She thanked Mr. Getz for the Metro North Committee book and said they will be looking at all best practices in this area.

Executive Director Hakim says she understands that buses that are not on-time and trains that are not on-time have a real impact on customers' personal, professional and financial lives. She has experienced it first hand as a customer and over the course of the past month as Executive Director has seen it first-hand at New York Penn Station and at the Port Authority. She saw the faces of customer and listened to their tempers flare and watches as an incident 200 miles away, a downed wire between Baltimore and Washington DC, wreaked havoc on the lives of NJ TRANSIT customers just trying to get home to their families from New York Penn Station last Thursday evening. She said she is glad that they were there and had to see that first hand.

Executive Director Hakim said this is why over the next 90 days, the team will take a true look from within and explore they can leverage existing assets and resources, recognizing the constraints they are operating with, to more effectively move NJ TRANSIT's customers into and out of Manhattan. Executive Director Hakim said at the end of that time, she has asked the team of operations and planning experts to

construct a pilot effort which will help begin the process of doing just that and she looks forward to further discussing this with everyone.

Regarding the Port Authority Bus Terminal, NJ TRANSIT has been forced to implement full-scale bus diversions on three separate occasions due to service interruptions at the Lincoln Tunnel and the Express Bus Lane along 495. As a result of these incidents, nearly 800 NJ TRANSIT buses were collectively diverted all during a relatively short period of time.

On each of these days, March 19, 27 and 31, 2014, customers were diverted to Newark Penn Station as well as Secaucus, where last year's establishment of a new bus service area has helped a safer and seamless transfer experience for customers. She said it is one phase of a project. Executive Director Hakim said, today's board item would authorize the agency to complete final construction of this bus facility at Secaucus, which will further enhance the emergency operations as well as their day to day customer experience. She said more than five times the bus customers than was planned go through that facility today.

Executive Director Hakim said customers were diverted to the ferries at Weehawken on March 19, 2014. She said that was a new step for NJ TRANSIT and was very successful so they will probably continue to leverage that option for NJ TRANSIT's customers. Executive Director Hakim said all this was done because they recognize the available capacity of Trans-Hudson ferry services, as well as the continued need to keep customers moving. She said this is one of NJ TRANSIT's alternatives for its customers and is a good one.

Executive Director Hakim said when she began her duties as Executive Director on March 1, 2014; she noted that her two most immediate focuses were on-time performance and communication. She has discussed on-time performance and now will address communication.

Executive Director Hakim said many have heard the public information team on the radio, on TV and via social media channels discussing any number of topics or issues. She said the most important time is during service interruptions.

In talking to customers, she realized many do not recognize how to connect with NJ TRANSIT. The information customers seek is already available to them. She said there are some really good ways of getting information to the customers but she does not think the customers understand all the pieces.

Executive Director Hakim said, NJ TRANSIT will be re-launching the "reaching out" campaign, designed to specifically communicate all of the many ways the nearly 900,000 daily customers can access the latest, most up-to-date information on NJ TRANSIT service. Customers will be directly engaged as part of this campaign and will specifically highlight innovative technological tools such as MyBusNow, Departure Vision and, perhaps most importantly, MyTransit Alerts.

Executive Director Hakim addressed Phil Craig's concerns and noted there was discussion regarding whether snow guards should be installed at some of the stations. While everyone hopes that winter is finally behind us, Executive Director Hakim has instructed the operations staff to begin to install snow guards wherever they are needed.

Also, Mr. Craig addressed the issue of multi-modal through tickets. Executive Director Hakim said she has heard him and the team is working on it. She said they will come back with a recommendation.

Executive Director Hakim expanded upon two recommendations made by Steve Thorpe. Mr. Thorpe had asked NJ TRANSIT to explore expanding quiet cars on trains operating during off-peak hours.

Executive Director Hakim was pleased to announce that NJ TRANSIT will begin to expand the quiet car program into the off-peak periods, starting on Monday, May 5, 2014. She asked him to give them a chance to see how they can roll it out. This pilot, off-peak expansion will begin with all trains arriving and departing Hoboken Terminal between 10:00 a.m. and 4:00 p.m. on weekdays. The first car on trains to Hoboken and the last car on trains from Hoboken will be designated as Quiet Cars. She said the results of this off-peak quiet car expansion will be closely monitored.

In addition, Mr. Thorpe asked NJ TRANSIT to improve the transportation experience by creating a more civil, respectful environment for its customers. Executive Director Hakim said NJ TRANSIT has listened and she explained what NJ TRANSIT is preparing to do. She asked the team to develop a new courtesy campaign, centered around three themes C for Civility, O for Order and R for Respect because those are NJ TRANSIT's C-O-R values. The team is working on this campaign, and she hopes to further outline this in May, at the evening Board meeting.

Executive Director Hakim recognized the graduates of the Bus Leadership Program who were present at the Board meeting. All were chosen based on their experience, commendations and success at the agency. As part of this program, they received mentorship by senior and executive level staff, received training on a host of subject matters, and collectively participated in a group project, which culminated in the creation of an interactive information kiosk which could be used by all bus garage employees across the NJ TRANSIT system. Executive Director Hakim said this was all done in addition to their regular jobs in Bus Operations. All of these participants are the future leaders of the organization and she is incredibly proud of their efforts. Executive Director Hakim concluded her remarks by thanking the graduates for attending the Board meeting, and asking them to join her and the Board up front for a photo.

**Action Items**

Chairman Simpson introduced Michael Kilcoyne, Acting Vice President & General Manager, Bus Operations, to present Action Item 1404-14. Chairman Simpson asked for a clear explanation about the first item because there were a lot of questions. Executive Director Hakim also suggested that they use the quarterly meetings with NJ TRANSIT's advocates to talk about these types of issues and share information.

**1404-14: FRANK R. LAUTENBERG STATION INTERMODAL FACILITY IMPROVEMENTS: FACILITY CONSTRUCTION CONTRACT AWARD**

Mr. Michael Kilcoyne, on behalf of Executive Director Hakim, recommended approval of Item #1404-14, a facility expansion project at the Frank R. Lautenberg Station, which since its opening in 2003 has become a true intermodal transit facility with customer parking, long distance bus service, employment and hotel van service, and taxis. The proposed facility improvements project will replace the current South Road curbside bus/van drop off location with 14 new saw tooth slots, and peak period curbside layover space for buses.

The project will improve pedestrian safety, service reliability, efficiency and traffic management. It also will provide a flexible, convenient and consistent pick-up/drop-off location for NJ TRANSIT buses and other vans and shuttles. In addition, the proposed facility will improve the customer experience by distributing riders based on the bus/shuttle route.

Secaucus is also used to divert NJ TRANSIT bus routes when there is a systemic problem on the roadways leading to the Lincoln Tunnel. This project will provide for a safer and more efficient area for customers transferring from their bus to the station.

This contract will complete the construction of 14 curbside bus berths, canopies, paving, sidewalks and associated improvements to further accommodate existing services and provide for potential future service levels.

Authorization is requested to enter into a contract with Anselmi & DeCicco, Inc. of Maplewood, New Jersey, for the Facility Expansion Project of the Frank R. Lautenberg Station Intermodal Facility Improvement Project, at a cost not to exceed \$5,577,721.00, plus five percent for contingencies, subject to the availability of funds.

Board Member Myron P. Shevell moved the resolution and Board Member James C. Finkle, Jr. seconded it.

Vice Chairman Meisel noted that the Capital Planning, Policy and Privatization Committee discussed and reviewed the item quite extensively. He said they reviewed the project in some detail and it seems this is a project that provides a lot of bang for the buck. Vice Chairman Meisel thinks NJ TRANSIT will get a lot of value out of it, and it is an excellent project that should be moved forward.

Chairman Simpson asked whether there will still be an area to drop off passengers safely and conduct normal operations during construction. Michael Kilcoyne confirmed that would be the case because it is being phased appropriately. Chairman Simpson asked when there would be a shovel in the ground and Mr. Kilcoyne confirmed it would be during this construction season.

There was no further discussion. Chairman Simpson called for a vote and the resolution was unanimously adopted.

Executive Director Hakim introduced Steve Santoro, Assistance Executive Director, Capital Planning & Programs, who presented Action Item 1404-15 for approval:

**1404-15: SUPERSTORM SANDY DISASTER RECOVERY PROGRAM: AMENDMENTS TO 2012 TASK ORDER CONSULTANT CONTRACTS PROGRAM**

Mr. Steve Santoro, on behalf of Executive Director Hakim, recommended approval of Item 1404-15, amendments to 2012 Task Order Consultant Contracts with regard to the Superstorm Sandy Disaster Recovery Program. The repairs and protective measures critical to restore and maintain safe and reliable public transportation to pre-storm conditions while incorporating resiliency into the design are extensive and are technically complex in nature, requiring the procurement of specialized oversight, engineering and design services. Staff has developed an overall Superstorm Sandy Disaster Relief Program that identifies specific projects and roles for both agency staff and consultant resources.

The consultants included in this authorization request will continue progressing the Superstorm Sandy Disaster Recovery Program by providing technical expertise for the restoration and repair work as well as for the study and design of resiliency projects. These consultants are currently under contract with NJ TRANSIT following competitive procurement processes, and prior Board approval.

These contract amendments will provide for the continuation of critical services associated with NJ TRANSIT's asset repairs, and provide the ability to manage and design the various repair and protection projects.

To that end, approval is requested to increase the total authorization amount for the 2012 Capital Planning and Programs Task Order Consultant Contracts Program with BEM Systems, Inc. (Contract No. 13-002B – \$2,000,000) for Environmental Management; Gannett Fleming (Contract No. 13-006A – \$2,600,000) for Substations and Gladstone Line Pole Replacement; and HNTB (Contract No. 13-007B – \$13,000,000) for Program Management for a maximum authorization amount for the 2012 Task Order Consultant Contracts Program (Superstorm Sandy Disaster Recovery Program) of \$59,400,000, subject to the availability of funds. The maximum task order and contract limits for these contracts previously approved for the 2012 Task Order Consultant Contracts Program will not apply to tasks related to the Superstorm Sandy Disaster Recovery Program.

Board Member Myron P. Shevell moved the resolution and Board Member James C. Finkle, Jr. seconded it.

Vice Chairman Meisel asked whether NJ TRANSIT will be reimbursed. Steve Santoro said the majority of the reimbursement will be from the federal government. He said it will also come from insurance proceeds, and a small amount from the Transportation Trust Fund will be funding these contract amendments.

Vice Chairman Meisel said he really likes the format Executive Director Hakim adopted in which the staff primarily responsible for the program makes the presentation at the public meeting. He said this mirrors how it is presented in committee.

Vice Chairman Meisel thinks this is another example, in addition to Executive Director Hakim's report, indicative of the incredible hands on executive manager. He said he welcomes it not only as Vice Chairman, but also individually so. Vice Chairman Meisel said anyone listening to Executive Director Hakim's report, with a trained ear, understands that this is a different day. He said he thinks it is fabulous and said she is able to manage it because she knows the details of her business.

Executive Director Hakim thanked Vice Chairman Meisel and noted that everyone at NJ TRANSIT is working together. Vice Chairman Meisel said getting buy-in is important, but when you have someone leading the charge like she is, he thinks buy-in becomes natural for everyone.

Vice Chairman Meisel said he supports the motion. There was no further discussion. Chairman Simpson called for a vote and the resolution was unanimously adopted.

Executive Director Hakim introduced Robert Lavell, who presented Action Item 1404-16 for approval:

**1404-16: CONCEPTUAL DESIGN SERVICES FOR THE REPLACEMENT AND CONSTRUCTION OF UNDERGRADE BRIDGE 36.09 BRIELLE DRAW ON THE NORTH JERSEY COAST LINE OVER THE MANASQUAN RIVER**

Mr. Robert Lavell, on behalf of Executive Director Hakim, recommended a contract award for item #1404-16, which seeks a conceptual design for the replacement of the Brielle Bridge on the North Jersey Coast Line to improve overall reliability for train service and ultimately improve the customer experience. The rail line serves nearly 25,000 customers daily in Middlesex, Monmouth, & Ocean counties. The movable bridge spans the Manasquan River between Brielle and Point Pleasant Beach, connecting the lower portion of the North Jersey Coast Line, including Bay Head Yard, to points north extending as far as New York City.

The 103 year old bridge has been repaired numerous times over the years. In 1977, it was rebuilt and the approach spans were replaced, reducing the bridge to single track operation. The bridge is reaching the end of its useful life.

The new span will return Brielle Draw to its original double operational alignment and provide more flexibility to rail operations, and improve on time performance. Brielle Draw has been prioritized for replacement due to its age, condition, and costly repairs.

This conceptual design is the first phase in the design process for the replacement of Brielle Draw. The scope of work will include recommendations for the structure type of the movable and approach spans, track alignment, permit identification, environmental issues, Coast Guard coordination, and cost estimates.

Authorization is requested to enter into a contract with Hardesty & Hanover, LLC to perform conceptual design for the replacement of Brielle Bridge on the North Jersey Coast Line, located between Brielle, Monmouth County and Point Pleasant Beach, Ocean County at a negotiated cost not to exceed \$490,080, plus five percent for contingencies, subject to the availability of funds. We ask your approval.

Vice Chairman Bruce M. Meisel moved the resolution and Board Member James C. Finkle, Jr. seconded it.

Vice Chairman Meisel asked for a reminder about when the study will be concluded. Robert Lavell did not have the answer readily available. Vice

Chairman Meisel asked Mr. Lavell to get back to them with an answer so they can know when the study will be concluded and they can move onto the second phase, which is getting the work done in light of the condition of the bridge.

Board Member Shevell said he thought they should look into the public speaker's comment about the bridge. He said this bridge is almost at the tail end of the line. Board Member Shevell said it is about five to eight miles from Bay Head, which ends the line. He asked whether there is that much ridership that makes doing this more important than forestalling it in favor of other projects.

Executive Director Hakim said there are three priority bridges and this is the first bridge for conceptual design. She said she can review the scope with the engineers. To the point regarding whether this is a necessary service, she said you have to begin and this is just authorizing conceptual design. She recommended that she will review the scope, confirm they have the correct scope, and proceed.

Chairman Simpson asked if NJ TRANSIT still has a rail yard at the end of the line. Board Member Shevell confirmed and said Bay Head is the end, and he knows the area well. He said he is just questioning whether this is the most important objective where NJ TRANSIT should put its money at this particular time.

Chairman Simpson said first they need conceptual design. Board Member Shevell said he understands if it is a safety issue, and if so, he retracts everything he said and thinks it has to be done immediately. Robert Lavell said that is what they are trying to assess: the safety of the bridge, and brought to their attention that it is a very heavily used bridge in the summer time for mariner traffic.

Chairman Simpson said if it gets to the point where they ask whether they should no longer provide service, but said he does not think that is an option. Board Member Shevell agreed. Chairman Simpson said they do not plan on reducing service, the bridge is 103 years old, the age of bridges is a nationwide problem, and they have been talking about bridges for a while. As Commissioner of Transportation, he said he strongly endorses the conceptual design. He said it would be great if they can find a way to accelerate the bridge design and construction schedule and complete the bridge at a lower cost, possibly using pre-fabricated bridges.

There was no further discussion. Chairman Simpson called for a vote and the resolution was unanimously adopted.

Chairman Simpson said he knows Executive Director has a lot on her plate, but asked if within the next two months, the Board can see an assessment of all NJ TRANSIT bridges. He said the bridges are probably from 80 to 100 years old and he would like to know where NJ TRANSIT is going with it. Chairman Simpson said he knows the staff that deals with this know, but he thinks this is a worthy topic in light of all the infrastructure needs in the state.

Board Member Shevell asked that the list should be from the worst to the best so they know which bridges need immediate attention and which can be saved for future. Chairman Simpson and Executive Director Hakim agreed.

Chairman Simpson asked Steve Santoro whether he can confirm that any bridges that need immediate attention has been taken care of, and Mr. Santoro said the bridges are inspected regularly. Mr. Santoro said they cycle through the bridges performing safety inspections every two years. Chairman Simpson emphasized that this bridge is 103 years old and particularly that it is on the water.

Executive Director Hakim noted that in addition to the independent safety review Chairman Simpson called for and is being recommended for award next, NJ TRANSIT is also having an internal rail safety committee. She said Robert Lavell has taken the lead and assembled a group of people who are going through every element of safe rail operations and will give her, and ultimately the Board, a report on their findings.

Executive Director Hakim introduced Robert Lavell, who presented Action Item 1404-17 for approval:

**1404-17: INDEPENDENT SAFETY REVIEW OF NJ TRANSIT RAIL OPERATIONS**

Mr. Robert Lavell, on behalf of Executive Director Hakim, recommended approval of Item #1404-17 to enter into a contract for an independent safety review of Rail Operations. Rail serves more than 260,000 customers daily on 12 rail lines throughout the State of New Jersey. The safety of customers and employees, who provide train service and maintain our extensive infrastructure and rail fleet, is the highest priority.

While the safety record has generally been positive, the scale and far-reaching nature of train operations requires constant supervision and diligence to ensure safe practices.

As noted last month with the announcement of a new Board Safety Committee, safety is paramount to this organization. Conducting an independent safety review will provide a comprehensive assessment of rail inspection and maintenance procedures, work practices and overall safety culture. The review will include extensive interviews with field employees and examinations of field operations for regulatory compliance.

Passenger railroads are a highly specialized business governed by a complex set of federal laws, regulations and rules. By retaining an experienced railroad safety consulting firm, we will gain specific and actionable feedback on our rail safety protocols.

Authorization is requested to enter into a contract with Rail Safety Consulting to conduct a comprehensive review of the rail inspection and maintenance procedures, work practices and overall safety culture at a cost not to exceed \$467,673, plus five percent contingencies, subject to the availability of funds.

Board Member Myron P. Shevell moved the resolution and Board Member James C. Finkle, Jr. seconded it.

Board Member Egea asked what they envision to be the role of the new Board Committee chaired by Board Member Finkle. Robert Lavell said they will present their findings to and work with the Board Committee to resolve any of the issues they cannot resolve. Executive Director Hakim said it will also be an opportunity, at a Board level and public reporting level, to develop metrics around safety and report on them.

Board Member Egea said that relates to her second question regarding whether it is not just review but also recommendations. Executive Director Hakim and Mr. Lavell confirmed that to be correct. Board Member Egea asked whether they can expect to see expected costs to implement the recommendations and metrics so they can observably see improvement. Executive Director Hakim and Mr. Lavell confirmed that to be correct.

Board Member Egea also asked whether it was the rail safety consultants is a 90 day review and whether August was the target for the committee to review it, and Executive Director Hakim confirmed.

Board Member Greaves asked what the United Transportation Union's role will be in this. Mr. Lavell said they have a transportation employee on the internal committee. He said when the consultant firm arrives on the property they will be talking to every craft and every employee, which will include the United Transportation Union. Chairman Simpson told Board Member Greaves he is more than welcome to sit on the Board Safety and Security Committee.

Chairman Simpson talked about what he envisions, having chaired a Safety and Security Committee in New York for 10 years. He said there will probably be a public meeting quarterly, not monthly. Additionally, metrics will be setup and approved by the Board on customer accidents, slips, trips and falls, employee accidents and lost time, and other issues that are timely. Also the internal working would be between the committee

and senior level executives at NJ TRANSIT who would then work down in the organization. Chairman Simpson said if you are not measuring, you are not managing. Therefore, obviously he is looking for a reduction in employee lost time and customer accidents on all modes

There was no further discussion. Chairman Simpson called for a vote and the resolution was unanimously adopted.

Chairman Simpson asked whether Board Member Finkle will be going to New York State Metropolitan Transportation Authority at some point, and Board Member Finkle confirmed.

### **Consent Calendar**

Executive Director Hakim requested approval of the Consent Calendar

#### **1404-18: PERSONAL INJURY CLAIM OF JUNE LAYNE**

Authorization is requested to settle the claim of June Layne, through her attorney, at a cost of \$4,500,000. The Attorney General has approved settlement cost of \$4,500,000, subject to the availability of funds.

The Consent Calendar was moved by Board Member Myron P. Shevell, Board Member James C. Finkle, Jr., seconded it and it was unanimously adopted.

### **Executive Session**

Chairman Simpson concluded the open session agenda items at approximately 11:30 a.m. and requested a motion to enter Executive Session to discuss attorney-client, litigation and personnel matters.

A motion was made by Vice Chairman Bruce M. Meisel, seconded by Board Member James C. Finkle, Jr. and unanimously adopted.

Chairman Simpson, Vice Chairman Meisel, Board Members Egea, Finkle, Romano and Greaves returned to open session at approximately 11:48 a.m.

### **Adjournment**

Since there were no further comments or business, Chairman Simpson called for adjournment and a motion to adjourn was made by Board Member James C. Finkle Jr., seconded by Vice Chairman Meisel and unanimously adopted. The meeting was adjourned at approximately 11:49 a.m.

**NEW JERSEY TRANSIT CORPORATION  
 NJ TRANSIT BUS OPERATIONS, INC.  
 NJ TRANSIT RAIL OPERATIONS, INC.  
 NJ TRANSIT MERCER, INC.  
 NJ TRANSIT MORRIS, INC.  
 RE-SCHEDULED BOARD OF DIRECTORS' MEETINGS**

APRIL 8, 2014

**MINUTES**

**PAGE**

➤ <b>CALL TO ORDER</b>	-
➤ <b>APPROVAL OF MINUTES OF PREVIOUS MEETINGS</b>	46341
➤ <b>PUBLIC COMMENTS ON AGENDA ITEMS AND OTHER MATTERS</b>	-
➤ <b>BOARD MEMBER COMMENTS</b>	-
➤ <b>ADVISORY COMMITTEE REPORT</b>	-
➤ <b>SENIOR CITIZEN AND DISABLED RESIDENT TRANSPORTATION ADVISORY COMMITTEE REPORT (NEXT REPORT JUNE 2014)</b>	-
➤ <b>BOARD COMMITTEE REPORTS</b> *Customer Service Committee *Administration Committee *Capital Planning, Policy and Privatization Committee	-
➤ <b>EXECUTIVE DIRECTOR'S MONTHLY REPORT</b>	46342

**ACTION ITEMS**

<b>1404-14</b>	<b>FRANK R. LAUTENBERG STATION INTERMODAL FACILITY IMPROVEMENTS: FACILITY CONSTRUCTION CONTRACT AWARD</b>	<b>46360</b>
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Authorization to enter into NJ TRANSIT Contract No. 14-009X with Anselmi & DeCicco, Inc. of Maplewood, New Jersey, for the Facility Expansion Project of the Frank R. Lautenberg Station Intermodal Facility Improvement Project, at a cost not to exceed \$5,577,721.00, plus five percent for contingencies, subject to the availability of funds.

<b>1404-15</b>	<b>SUPERSTORM SANDY DISASTER RECOVERY PROGRAM: AMENDMENTS TO 2012 TASK ORDER CONSULTANT CONTRACTS PROGRAM</b>	<b>46371</b>
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Authorization for approval to increase the total authorization amount for the 2012 Capital Planning and Programs Task Order Consultant Contracts Program with BEM Systems, Inc. (NJ TRANSIT Contract No. 13-002B – \$2,000,000) for Environmental Management; Gannett Fleming (NJ TRANSIT Contract No. 13-006A – \$2,600,000) for Substations and Gladstone Line Pole Replacement;

and HNTB (NJ TRANSIT Contract No. 13-007B – \$13,000,000) for Program Management for a maximum authorization amount for the 2012 Task Order Consultant Contracts Program (Superstorm Sandy Disaster Recovery Program) of \$59,400,000, subject to the availability of funds. The maximum task order and contract limits for these contracts previously approved for the 2012 Task Order Consultant Contracts Program will not apply to tasks related to the Superstorm Sandy Disaster Recovery Program.

**1404-16 CONCEPTUAL DESIGN SERVICES FOR THE REPLACEMENT AND CONSTRUCTION OF UNDERGRADE BRIDGE 36.09 BRIELLE DRAW ON THE NORTH JERSEY COAST LINE OVER THE MANASQUAN RIVER 46379**

Authorization to enter into NJ TRANSIT Contract No. 14-005 with Hardesty & Hanover, LLC of West Trenton, New Jersey to perform conceptual design for the replacement of Brielle Bridge on NJ TRANSIT's North Jersey Coast Line, located between Brielle, Monmouth County and Point Pleasant Beach, Ocean County at a negotiated cost not to exceed \$490,080, plus five percent for contingencies, subject to the availability of funds.

**1404-17 INDEPENDENT SAFETY REVIEW OF NJ TRANSIT RAIL OPERATIONS, INC. 46383**

Authorization to enter into NJ TRANSIT Contract No. 14-031 with Rail Safety Consulting of Pittsford, New York to conduct a comprehensive review of NJ TRANSIT's rail inspection and maintenance procedures, work practices and overall safety culture at a cost not to exceed \$467,673, plus five percent contingencies, subject to the availability of funds.

**CONSENT CALENDAR**

**1404-18 PERSONAL INJURY CLAIM OF JUNE LAYNE 46388**

Authorization to settle the claim of June Layne through her attorney at a cost of \$4,500,000. The Attorney General has approved settlement cost of \$4,500,000, subject to the availability of funds.

- **EXECUTIVE SESSION AUTHORIZATION 46390**
- **ADJOURNMENT**

### **APPROVAL OF MINUTES**

**WHEREAS**, the By-Laws provide that the minutes of actions taken at meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. Board of Directors be approved by the Board; and

**WHEREAS**, pursuant to Section 4(f) of the New Jersey Public Transportation Act of 1979, the minutes of actions taken at the March 12, 2014 Board meetings of the New Jersey Transit Corporation, NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. were forwarded to the Governor on March 17, 2014;

**NOW, THEREFORE, BE IT RESOLVED** that the minutes of actions taken at the March 12, 2014 New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. Board of Directors' meetings are hereby approved.

(NJT Board - 04/08/2014)  
Chris Christie, Governor  
Kim Guadagno, Lieutenant Governor  
James S. Simpson, Board Chairman  
Veronique Hakim, Executive Director

46342

**NJTRANSIT**

One Penn Plaza East  
Newark, NJ 07105-2246  
973-491-7000

**TO:** BOARD OF DIRECTORS  
**FROM:** VERONIQUE "RONNIE" HAKIM *Ronnie*  
**DATE:** APRIL 8, 2014  
**SUBJECT:** EXECUTIVE DIRECTOR'S REPORT – APRIL 2014

My first month here at NJ TRANSIT has been largely focused on listening and learning—meeting with employees, key stakeholders and most importantly, our customers. During this time, my numerous talks with our customers and employees have generated some great thoughts and ideas, many of which we will further explore in depth over the course of the next 90 days. Our focus is on delivering a better transit system for the customers we serve and the taxpayers who support our services.

Moving forward, we are taking a number of steps as a direct result of some of the recommendations I have heard over the last 30 days. In direct response to customer requests, starting on Monday, May 5, NJ TRANSIT will expand our Quiet Commute program to off-peak hours, as part of a pilot program on all trains arriving and departing Hoboken Terminal between 10 a.m. and 4 p.m. on weekdays. During these times, the first car on trains to Hoboken and the last car on trains from Hoboken will be designated as Quiet Commute cars. We will closely monitor the results of this off-peak pilot expansion, with the feedback received guiding our future plans for further implementation across the system.

Second, regarding transparency and accessibility, we researched the feasibility of occasionally moving the times of Board meetings to the evening hours. As a result, and based on Commissioner Simpson's recommendation, we will hold two evening Board sessions starting at 6 p.m.: one in May and a second in September. In addition, this month we will begin posting the Executive Director's report on njtransit.com under the Board Meeting minutes section. We are also developing a new online library to make key documents and statistics readily available to the public, which will be completed after a full review of best practices and available information.

When I began my duties at Executive Director on March 1, I noted that my two most immediate focuses were on-time performance and communication. Concerning on-time performance, we are looking deeper into this, not only how these figures are measured, but how our customers can utilize these statistics to make more informed choices. When our buses, light rail and trains are not on time, it has a real impact on our customers' personal, professional and financial lives. Over the next 90 days, we are going to explore how we can leverage our existing assets and resources to more effectively move our customers into and out of Manhattan. By the end of this time, I have asked our team of operations and planning experts to construct a pilot effort to help begin the process of doing just that. I look forward to further discussing this with all of you at that time.

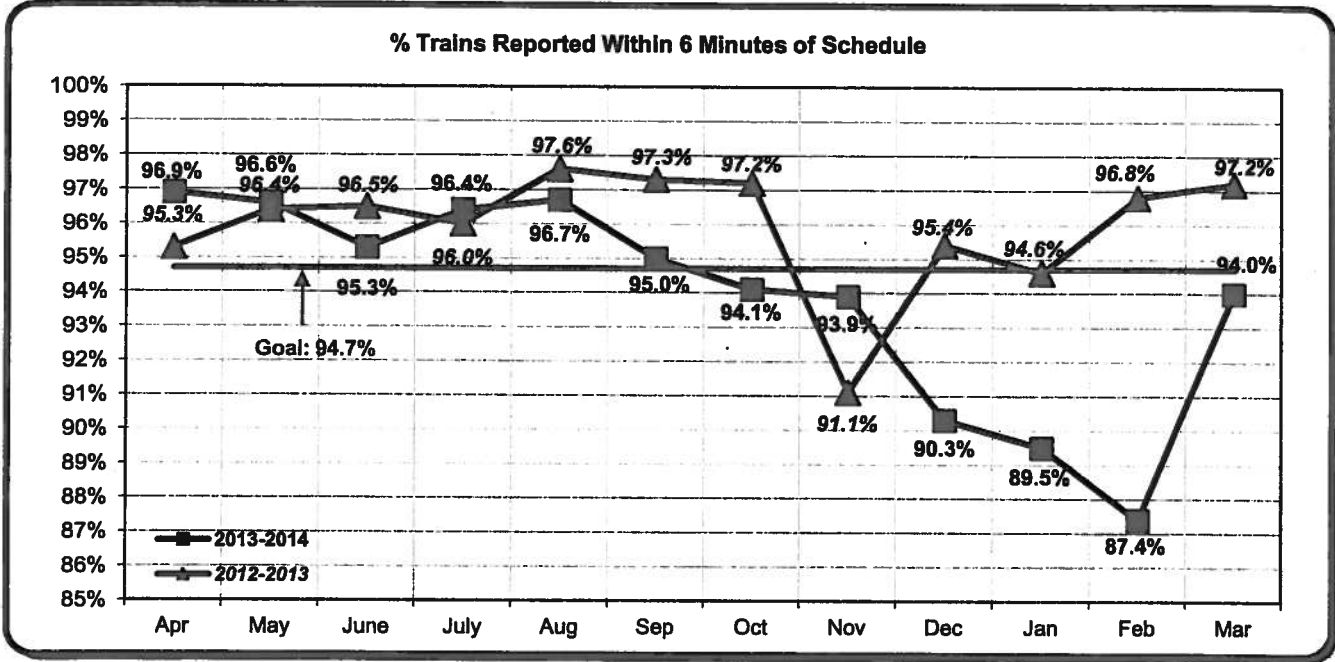
Finally, regarding communication, we all know that information is power, and to NJ TRANSIT's credit, we already put a lot of it right at customers' fingertips. To help raise customer awareness of the information tools already available to them, today we are launching our "Reaching Out" campaign, designed to communicate the many ways our customers can access the latest, most up to date travel information. We plan to directly engage our customers as part of this campaign and will specifically highlight innovative technological tools such as MyBus Now, Departure Vision and My Transit alerts to help keep them in the know about NJ TRANSIT service.

# **EXECUTIVE DIRECTOR'S MONTHLY REPORT APRIL 2014**

- 1. PERFORMANCE MEASURES**
- 2. MEAN DISTANCE BETWEEN FAILURES**
- 3. EMPLOYEE RECOGNITION**

# **PERFORMANCE MEASURES**

# NJ TRANSIT ON-TIME PERFORMANCE RAIL APRIL 2012 - MARCH 2014



	2013	2014	# Change
March Comparison	97.2%	94.0%	-3.2%

	2012-2013	2013-2014	# Change
12-Month Average April - March	96.0%	93.8%	-2.2%

**Analysis:**

Rail On-Time Performance was 94.0% for March 2014. Of the 18,624 trains scheduled to operate, 17,500 were on time, while 1,124 trains (or 6.0%) were delayed. Key causes included:

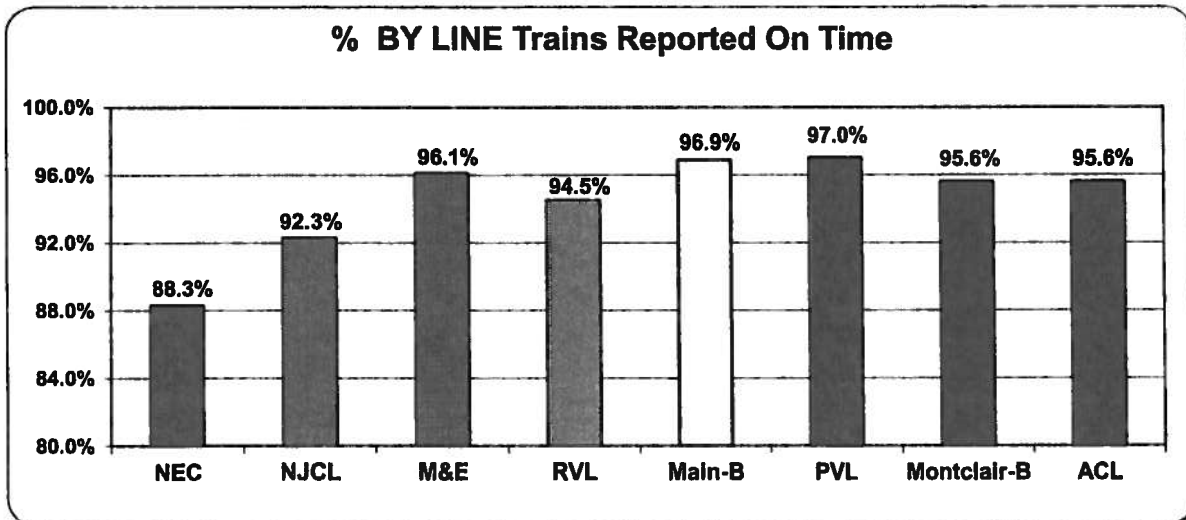
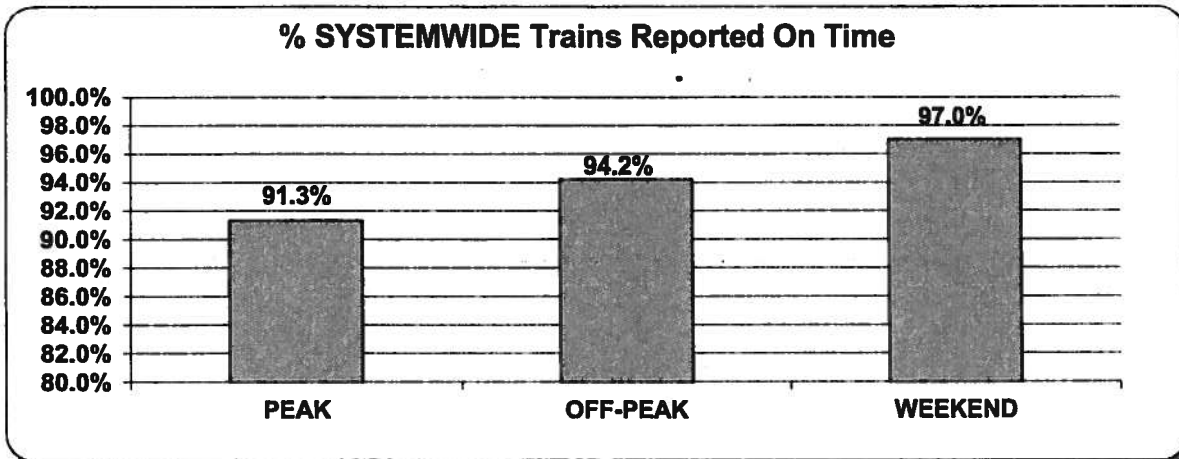
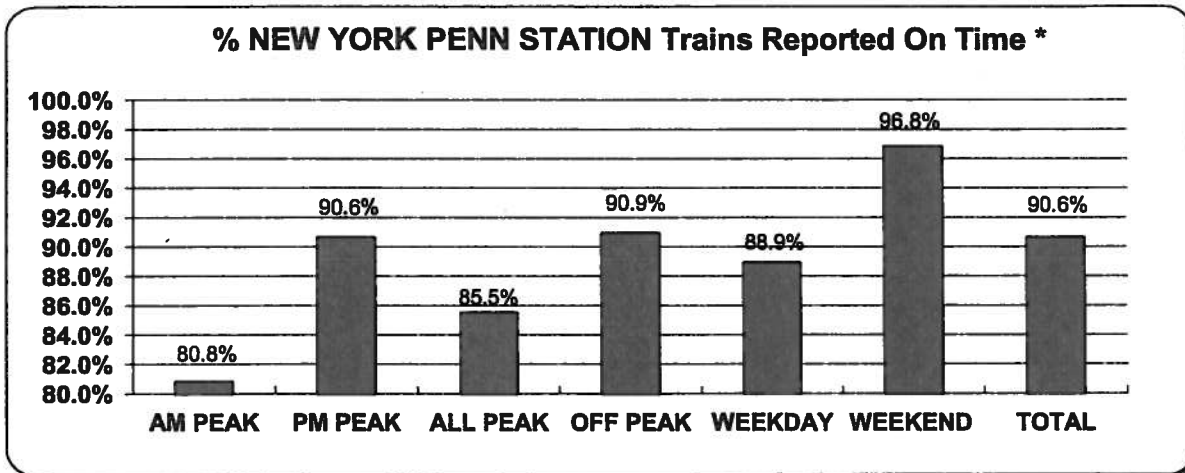
- Amtrak equipment failure, NJT human error, and weather-related issues caused 57 delays for an OTP of 88.9% on March 7.
- Amtrak trackside interference, track failure and NJT electric locomotive failure caused 171 delays for an OTP of 71.3% on March 13.
- Amtrak overhead wire failure and NJT coach failure caused 98 delays for an OTP of 84.7% on March 20.

The 12-month average for Rail On-Time Performance for April 2012 - March 2014 was 94.9%.

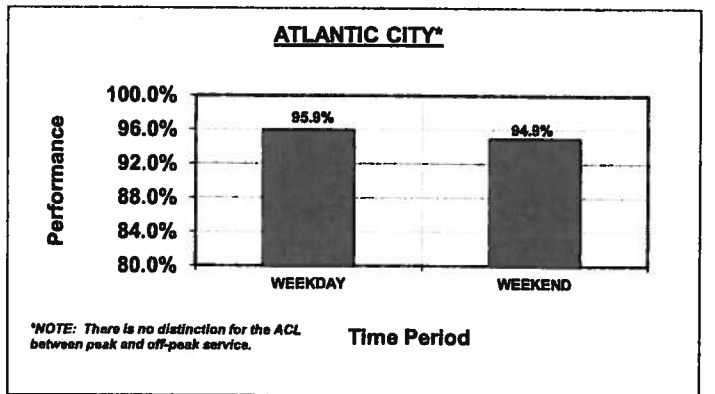
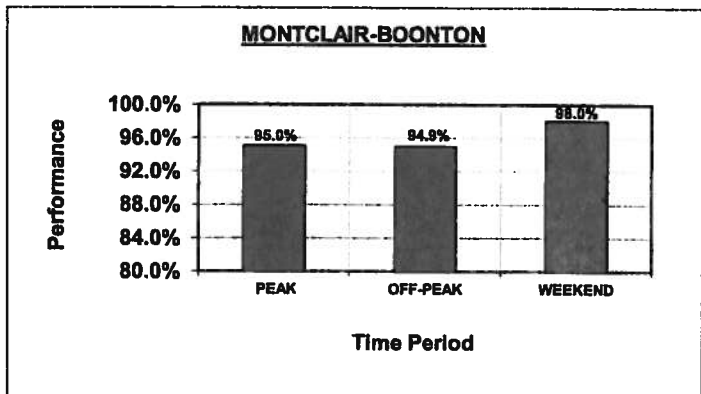
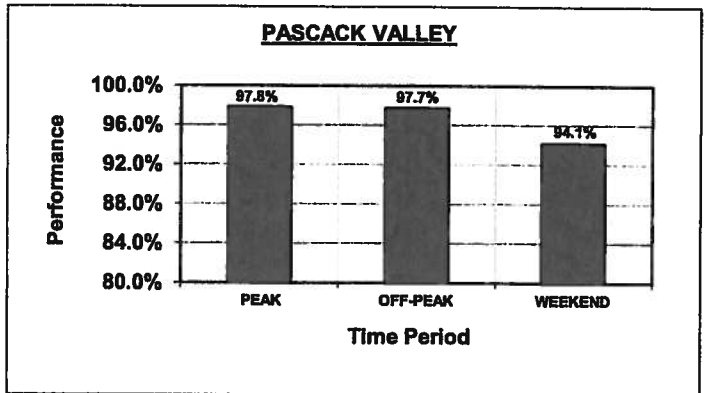
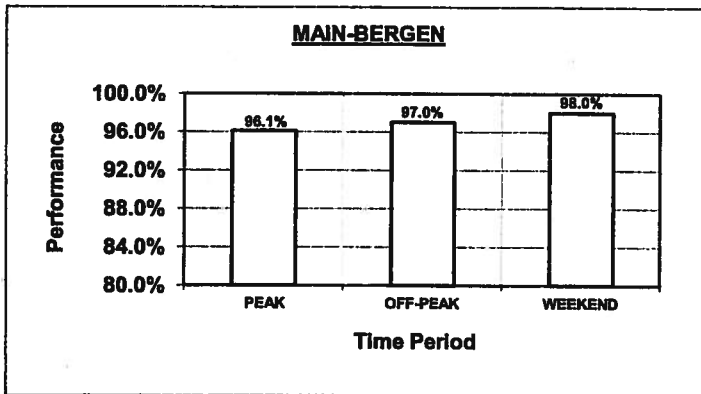
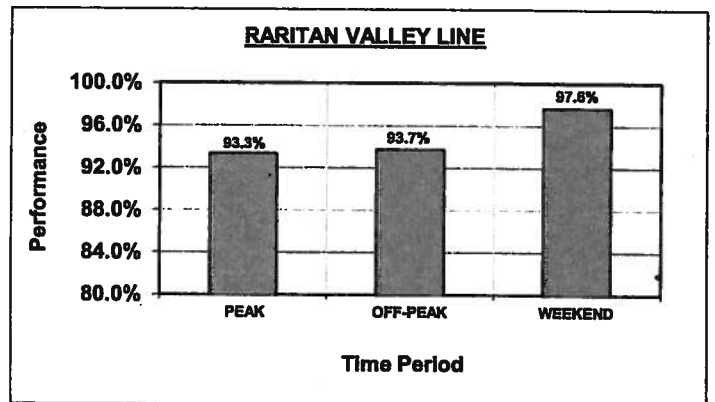
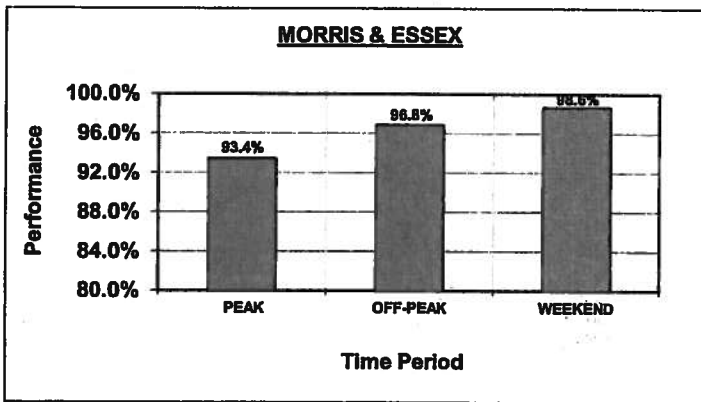
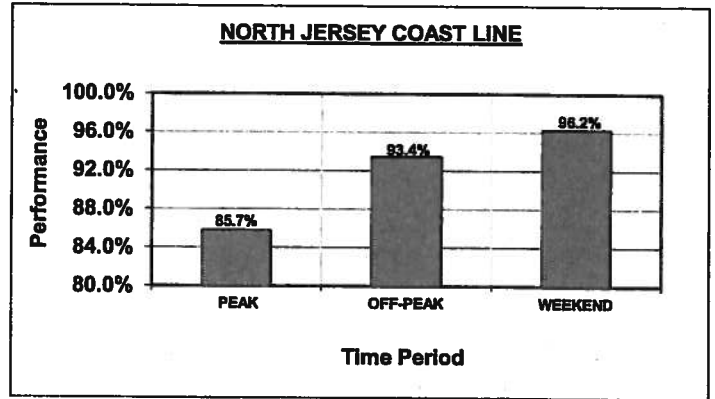
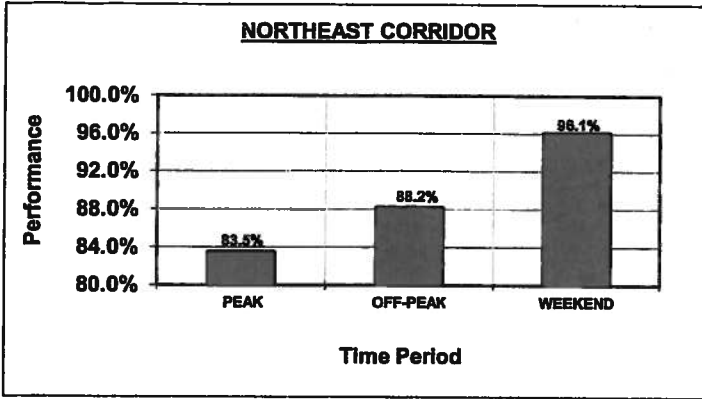
# ON-TIME PERFORMANCE RAIL

## SUMMARY BY TIME PERIOD MARCH 2014

\* NOTE: A train is reported late if it arrives at its final station stop more than 5'59" later than the advertised schedule.

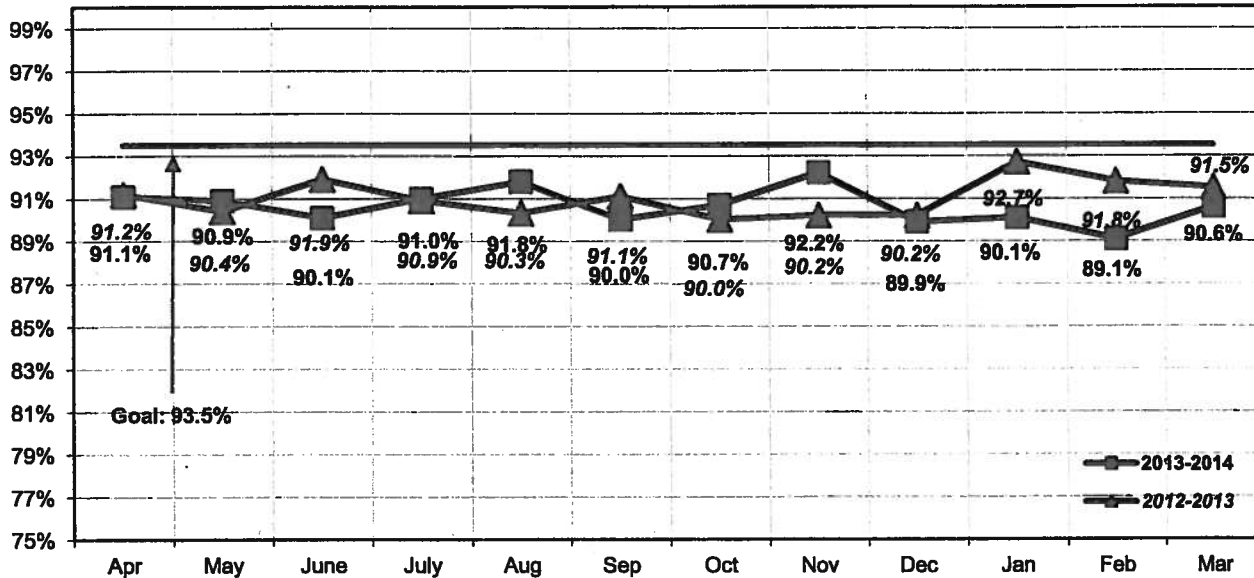


# ON-TIME PERFORMANCE BY RAIL LINE & TIME PERIOD MARCH 2014



# NJ TRANSIT ON-TIME PERFORMANCE BUS APRIL 2012 - MARCH 2014

% Buses Departing Major Terminals Within 6 Minutes of Schedule



	2014	2013	% Change
March Comparison	90.0%	91.5%	1.5%

	2012-2013	2013-2014	% Change
12-Month Average April - March	91.0%	90.6%	-0.4%

### Analysis:

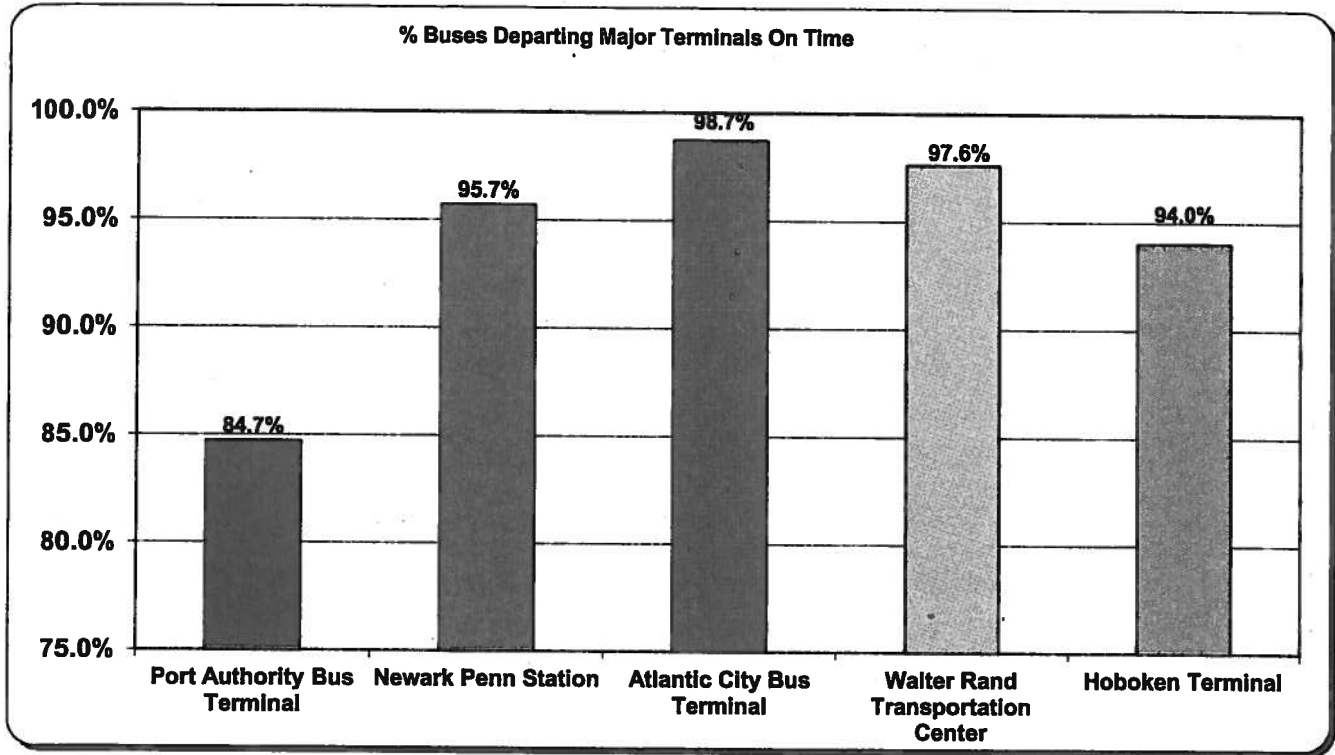
Bus On-Time Performance was 90.0% for March 2014. Of the 37,675 monitored departures, 3,802 (or 0.0%) experienced delays. Key causes included:

- A disabled bus in the terminal on March 11, heavy rain on March 20 and an accident on I-95 on March 27 affecting Port Authority Bus Terminal service.
- Winter weather conditions on March 3, 17 and 26 affecting Walter Rand Transportation Center service.
- Winter weather conditions on March 3, 17 and 26 affecting Atlantic City Bus Terminal service.
- Winter weather conditions on March 3, 13 and 17 affecting Hoboken Terminal service.
- Water main break in Livingston on March 6, St. Patrick's Day Parade in Newark on March 14 and inclement weather as noted above affecting Newark Penn Station service.

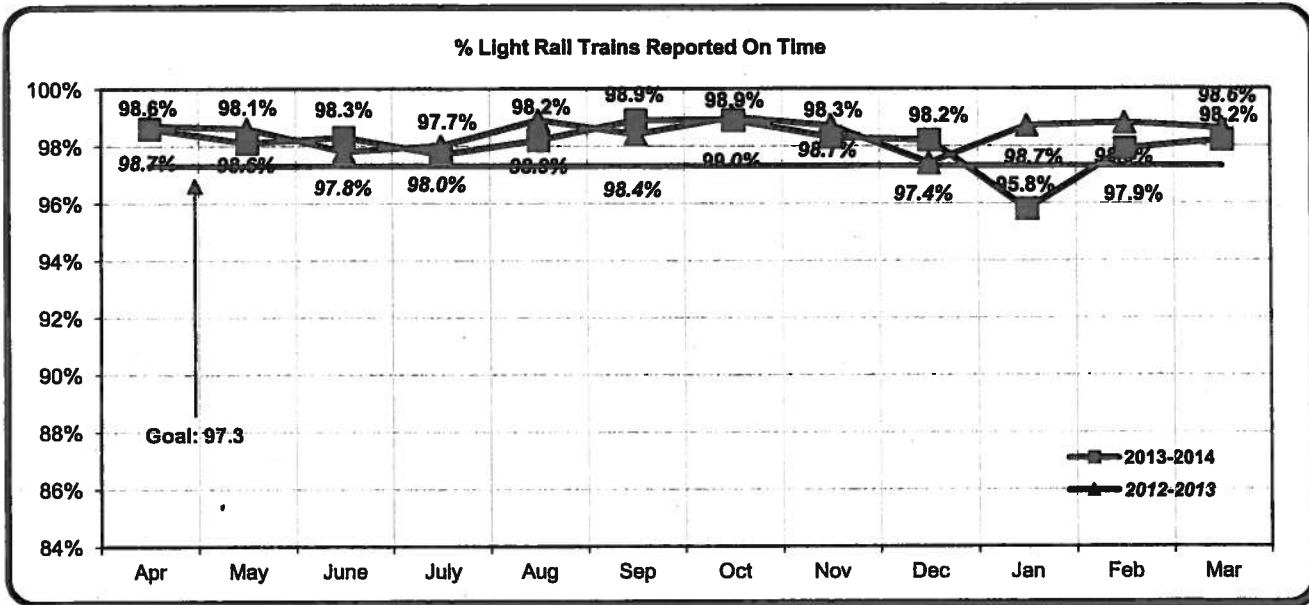
The 12-month average for Bus On-Time Performance for April 2012 - March 2014 was 90.8%.

# ON-TIME PERFORMANCE BUS

## SUMMARY BY TERMINAL MARCH 2014



## NJ TRANSIT ON-TIME PERFORMANCE LIGHT RAIL APRIL 2012 - MARCH 2014



	2013	2014	# Change
March Comparison	98.6%	98.2%	-0.4%

	2012-2013	2013-2014	# Change
12-Month Average April - March	98.5%	98.3%	-0.2%

**Analysis:**

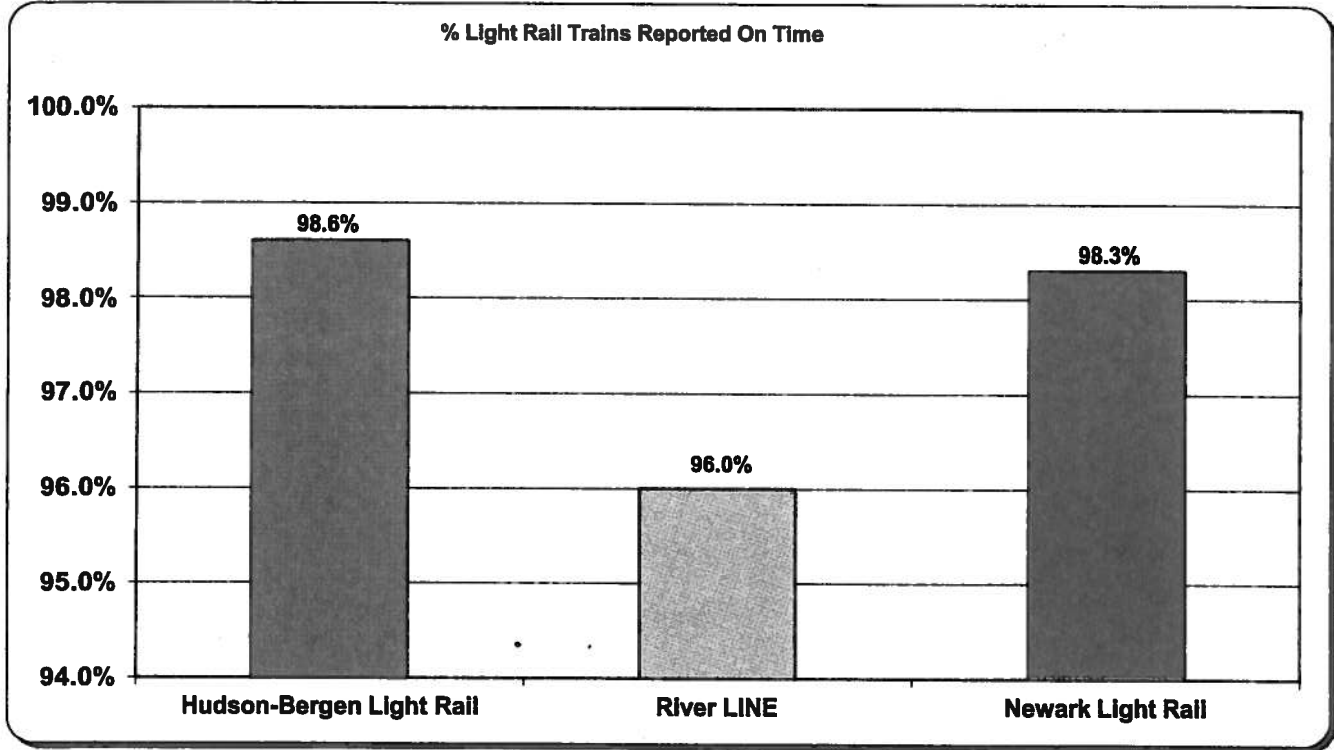
Light Rail On-Time Performance systemwide was 98.2% for the month of March 2014. Of the 26,716 scheduled trains, 477 (or 1.8%) experienced delays. Key causes included:

- An accident involving a light rail vehicle and a cyclist (non-casualty) delayed 51 Hudson-Bergen Light Rail trains on March 25.
- Signal problems and a passenger requiring medical attention delayed 20 River Line trains on March 12.
- Switch failure delayed 67 Newark Light Rail trains on March 7.

The 12-month average for Light Rail On-Time Performance for April 2012 - March 2014 was 98.3%.

# ON-TIME PERFORMANCE LIGHT RAIL

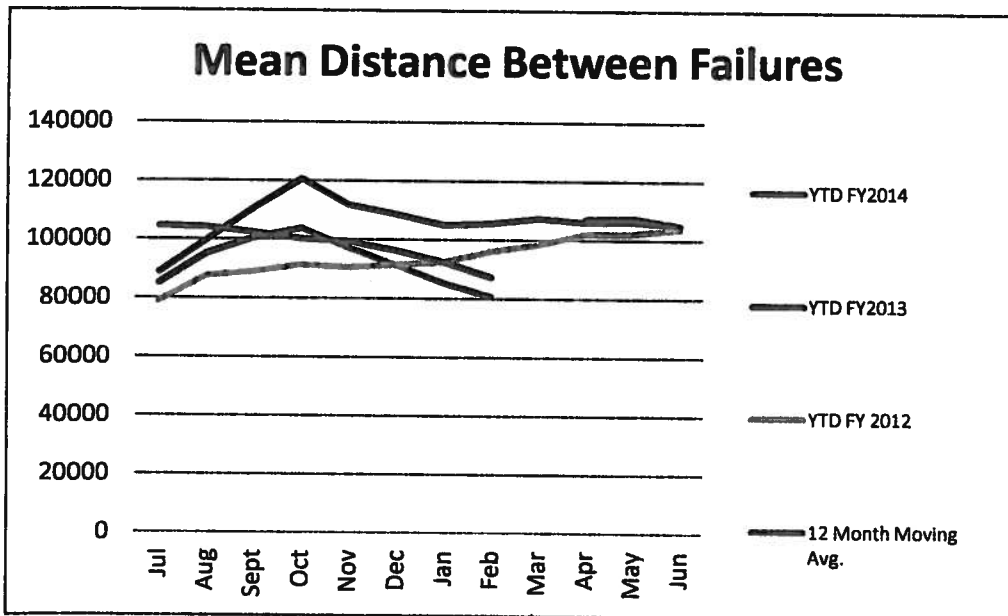
## SUMMARY BY LINE MARCH 2014



# **MEAN DISTANCE BETWEEN FAILURES**

**NJ Transit Rail**  
**Mean Distance Between Failures**

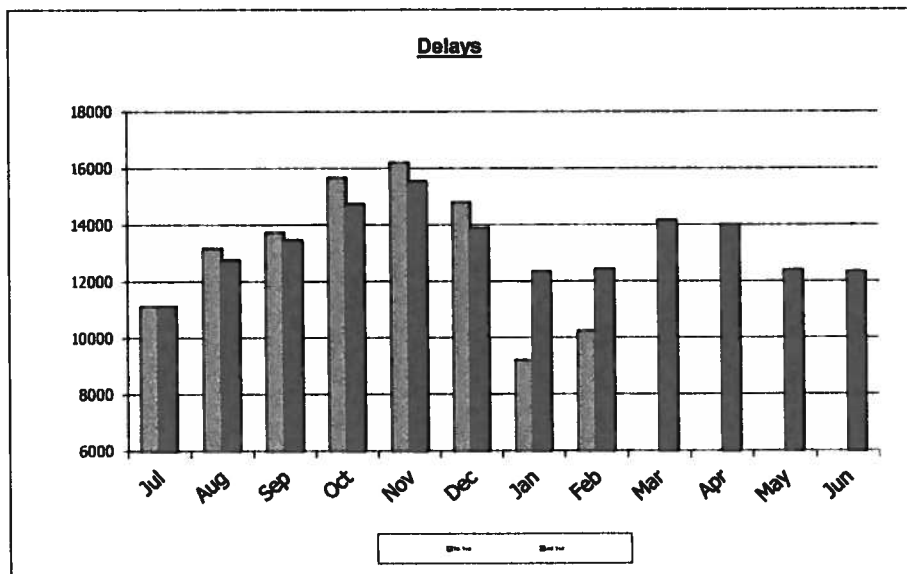
Month	YTD FY2014	YTD FY2013	YTD FY 2012	12 Month Moving Avg.
Jul	85097	88,735	78,933	104,485
Aug	95116	99,585	87,525	104,066
Sept	100341	110,530	89,028	102,384
Oct	103813	120,591	91,327	100,146
Nov	97,112	111,758	90,518	99,274
Dec	91128	108,579	91,523	96115
Jan	85161	104,917	92,489	92,375
Feb	80639	105,580	96,166	87,218
Mar		107,335	98,412	
Apr		106,048	102,149	107,133
May		106,287	102,237	107,612
Jun		104975	103,748	104,975



### Garage Performance Parameters

**February 2014**

Location	Miles Between In-Service Delays			
	FY2014 Goal	This Month	FY2014 YTD	FY2013 YTD
Fairview	9,000	6,030	7,464	8,684
Greenville	10,000	7,201	9,026	11,008
Market Street	12,500	13,662	13,489	12,625
Meadowlands	11,300	9,371	9,688	11,826
Oradell	15,500	9,825	11,383	16,584
Wayne	15,500	8,445	11,053	14,761
<b>Northern Division</b>	-	<b>9,072</b>	<b>10,563</b>	<b>13,143</b>
Big Tree	9,000	9,883	12,163	10,514
Hilton	8,500	11,613	12,719	8,297
Howell	16,500	15,129	16,236	15,907
Ironbound	12,500	6,582	9,354	12,960
Orange	6,200	9,190	12,390	7,530
Morris	11,000	44,935	50,013	55,646
<b>Central Division</b>	-	<b>9,903</b>	<b>12,487</b>	<b>11,205</b>
Egg Harbor	15,800	14,170	18,601	14,079
Hamilton	24,500	20,883	21,720	24,142
Newton Avenue	14,500	14,869	14,812	16,517
Washington Twp.	18,225	9,790	14,340	19,145
<b>Southern Division</b>	-	<b>12,857</b>	<b>16,410</b>	<b>16,981</b>
<b>Bus Operations</b>	-	<b>10,242</b>	<b>12,328</b>	<b>13,105</b>

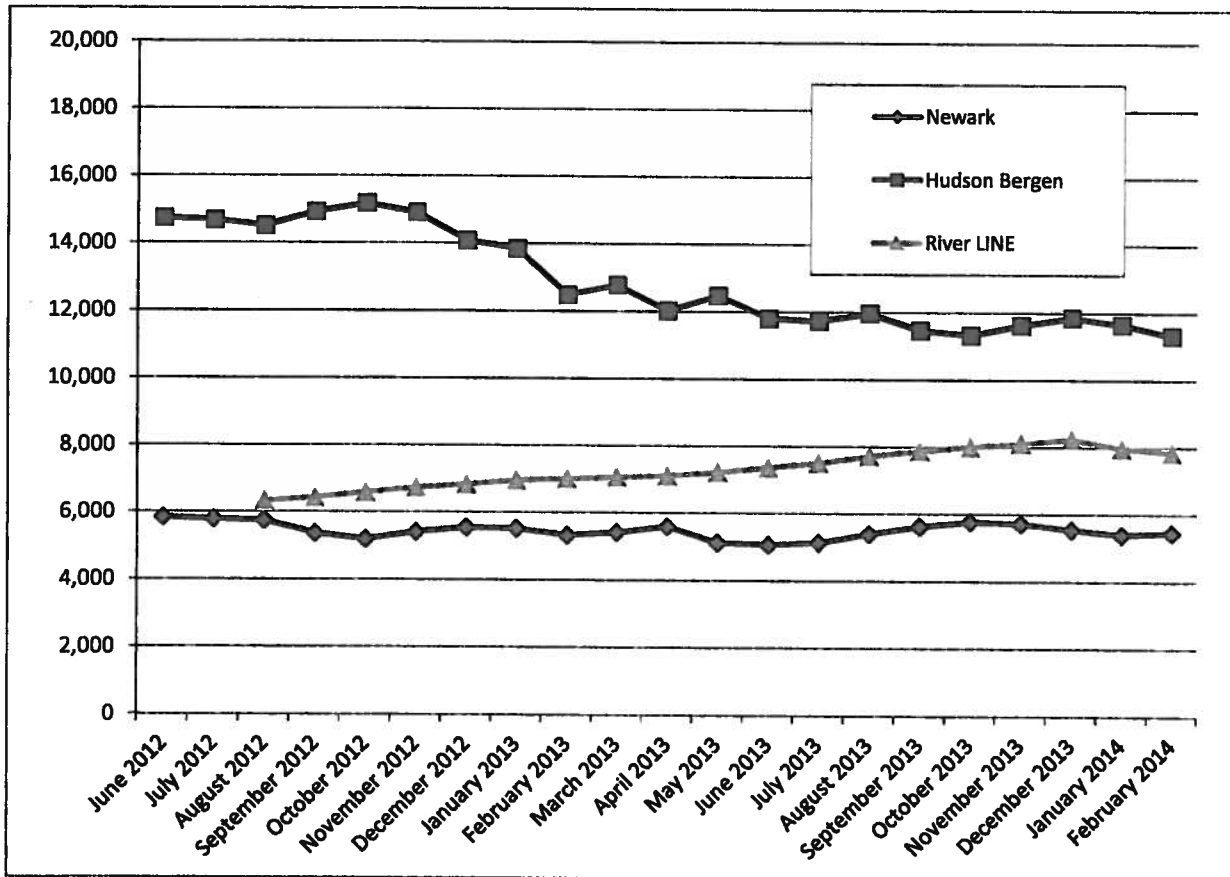


### NJ TRANSIT - LIGHT RAIL, February 2014

#### Miles Between In-Service Delays (Mechanical Failures)

Light Rail System	February 2014 (Current Month)	12 Month Moving Average (Mean)
Newark	3,517	5,457
Hudson Bergen	6,185	11,323
River LINE	6,058	7,846

#### MEAN DISTANCE MILES BETWEEN IN-SERVICE DELAYS (DELAYED TRAINS)



Notes: Newark Light Rail's totals are impacted by the short 5 mile alignment distance and single car consists.

# **EMPLOYEE RECOGNITION**

**NJ TRANSIT employees bid farewell after outstanding careers**

Thirty-eight NJ TRANSIT employees retired in March with careers ranging from 11 to 39 years of service:

1. Robert Farina, Conductor – 39 years
2. Dennis Harrigan, Senior Hearing Officer – MMC Garage – 38 years
3. Mark Robinson, Conductor – 38 years
4. Henley I. Black, Repairman Class “A” – Ironbound Garage – 37 years
5. Luis A. Perez, Jr., Bus Operator – Meadowlands Garage – 37 years
6. Andres A. Plaza, Bus Operator – Newton Avenue Garage – 36 years
7. Geraldine M. McCarthy, Supervisor Data Procedures & Anan. – Penn Plaza – 35 years
8. Simon Brouton, Bus Operator – Greenville Garage – 34 years
9. John Kutcher, Jr., Bus Operator – Oradell Garage – 34 years
10. Paul S. Dare, Bus Operator – Washington Township Garage – 33 years
11. Michael Cieri, Mechanic Class “A” Garage – City Subway – 32 years
12. Harry A. Parks, Maintenance Class “A” – Newton Avenue Garage – 32 years
13. Edward Erm, Superintendent Garage – Ironbound Garage – 31 years
14. Willie Montgomery, Bus Operator – Hilton Garage – 30 years
15. Donald J. Bartis, Forman Garage II – Howell Garage – 29 years
16. Kenneth P. Boczkus, Repairman Class “A” – Ironbound Garage – 28 years
17. Deletha S. Carstarphen, Chief Clerk Telephone – Newton Avenue Garage – 28 years
18. Lois Robinson, Bus Operator – Hilton Garage – 27 years
19. Sandra L. Dansby, Bus Operator – Egg Harbor Township Garage – 24 years
20. Sharon M. Jansen, Inspector Class “A” – Howell Garage – 24 years
21. Samuel M. Jones, Repairman Class “A” – Orange Garage – 24 years
22. Leroy Beasley, Bus Operator – Market Street Garage – 23 years
23. Oristill Orisca, Bus Operator – Oradell Garage – 23 years
24. Nancy Y. Serrano, Bus Operator – Meadowlands Garage – 22 years
25. Francisco T. DaCosta, Bus Operator – Big Tree Garage – 21 years
26. Tina A. Williams, Bus Operator – Orange Garage – 21 years
27. Lillie M. Brown, Bus Operator – Howell Garage – 20 years
28. Marilyn C. Cancel, Depot Master Class – Oradell Garage – 19 years
29. Marguerite R. Delpesh, Regional Supervisor – General Office Building – 19 years
30. Walter I. Williams, Bus Operator – Hamilton Garage – 19 years
31. Allan Pomrantz, Bus Operator – Greenville Garage – 18 years
32. Koffi Nutakor, Bus Operator – Orange Garage – 16 years

33. Yang S. Lioe, Repairman Class "A" – Howell Garage – 14 years
34. Raul DelHoyo, Bus Operator – Egg Harbor Township Garage – 11 years
35. Gary F. Violano, Superintendent Cars – MMC Garage – 11 years
36. John Ehrenfeld, Conductor
37. Felix Cepeda, Conductor
38. Mark Lerner, Conductor

# **ACTION ITEMS**

**ITEM 1404-14: FRANK R. LAUTENBERG STATION INTERMODAL FACILITY IMPROVEMENTS: FACILITY CONSTRUCTION CONTRACT AWARD**

**BENEFITS**

The proposed Frank R. Lautenberg Station Intermodal Facility Improvements project will replace the current South Road curbside operation for buses and vans with 14 sawtooth slots. The configuration will also include curbside layover spaces which are not currently available during peak hours as well as 49 on-site parking spaces (currently there are 26 paved on-site spaces as well as an unpaved area for parking), as shown on Exhibit 1 (attached).

Under the existing operation, shown on Exhibit 2 (attached), NJ TRANSIT buses and Access Link vehicles, Megabus buses, and Meadowlink shuttles utilize the curbside slots on the South Road. Employer- and hotel-based van services that serve the FRL Station as well as passenger vehicles pick up and drop off passengers on the North Road, causing congestion and safety concerns. The North Road also serves as the access route to the Edison ParkFast parking lot.



Once these improvements are constructed, all bus, Access Link, van, and shuttle services will operate from the South Road facility. Passenger vehicles and taxis dropping off/picking up passengers will utilize the North Road, as shown on Exhibit 3 (attached).

The project will improve service reliability, efficiency, traffic management and pedestrian safety. It will provide flexible, convenient and consistent pick-up/drop-off and layover facilities for NJ TRANSIT buses and other vans and shuttles. The modified sawtooth configuration removes bus conflicts at the single South Road curb, which is inadequate in accommodating the bus activity. The proposed facility will improve passenger processing by distributing customers based on bus/shuttle route.

**ACTION (Scorecard: Customer Experience, Safety and Security)**

Staff seeks authorization to enter into NJ TRANSIT Contract No. 14-009X with Anselmi & DeCicco, Inc. of Maplewood, New Jersey, for the Facility Expansion Project of the Frank R. Lautenberg Station Intermodal Facility Improvement Project, at a cost not to

exceed \$5,577,721.00, plus five percent for contingencies, subject to the availability of funds.

**PURPOSE**

This contract will complete the construction of 14 curbside bus berths, canopies, paving, sidewalks and associated improvements to further accommodate existing services in the most efficient manner and provide for potential future service levels.

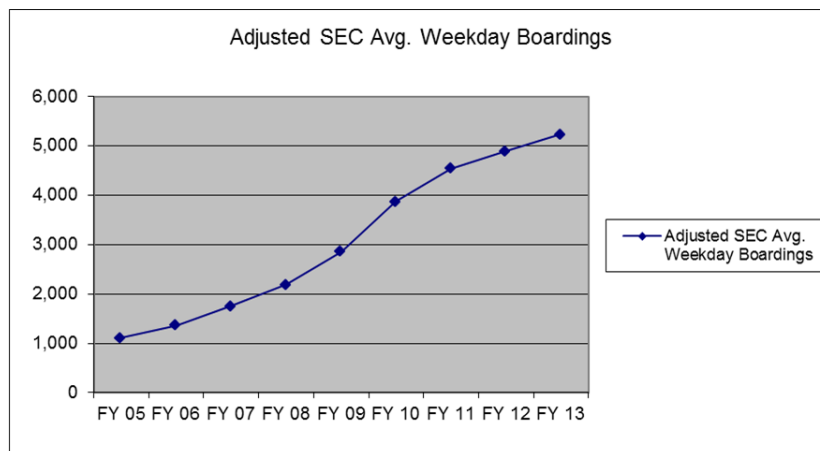
**BACKGROUND**

History

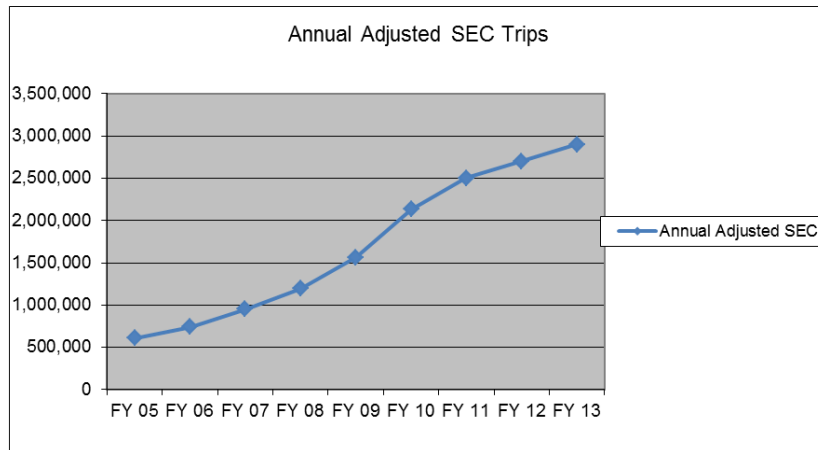
The Frank R. Lautenberg Station at Secaucus Junction (FRL Station) opened to customers in 2003 and serves as an interconnecting node for all NJ TRANSIT commuter rail lines serving Northern New Jersey. The FRL Station enables rail customers to transfer between the Main, Bergen County, Pascack Valley, and Port Jervis Lines and the Northeast Corridor. As part of the rail station, four curbside bus berths were constructed along the South Road to serve NJ TRANSIT buses and shuttle transports.

The FRL Station was originally conceived as a rail-to-rail transfer station with little public parking. In 2005, the NJ Turnpike Authority opened Exit 15X to provide access to the FRL Station from the surrounding area. In 2009, Edison ParkFast opened the first parking facility near the FRL Station with space for approximately 1,100 cars. That same year, NJ TRANSIT initiated shuttle service from the FRL Station to the Meadowlands Station, providing access to the Meadowlands Sports Complex from New York City and other areas in New Jersey. As a result, the FRL Station has evolved into a true intermodal facility.

As residential and commercial development has continued in the Meadowlands and surrounding areas, the FRL Station has seen a sharp increase in non-rail-to-rail trips, from roughly 1,100 average weekday boardings in Fiscal Year 2005 to over 5,200 in Fiscal Year 2013.



While nearby residential development and the construction of the parking lot nearby has had some influence on usage, demand from area hotels and businesses for connections to the rail lines increased the use of shuttle buses which is not captured in these numbers. Future development in the surrounding areas and New York City will increase demand for access to the FRL Station. Additionally, constrained trans-Hudson rail and bus capacity necessitate plans for flexibility between rail and bus operations, emphasizing the need for a facility that can accommodate transfers between modes.



In 2009 NJ TRANSIT commissioned a planning study to evaluate ground transportation operations at the FRL Station and identify potential solutions. As a result, NJ TRANSIT developed a plan to rationalize use of the frontage roads, including a recommendation for a new intermodal ground transportation facility on the south side of the FRL Station. In 2011, NJ TRANSIT applied for and was awarded a competitive Federal Transit Administration grant to construct the project. Subsequently, NJ TRANSIT advanced the Frank R. Lautenberg Station Ground Transportation Improvements project.

As the first phase of the project, the NJ TRANSIT Board of Directors, at their May 2012 meeting, authorized a contract for the purchase of wetland credits from Kane Mitigation, LLC at a cost of \$1,693,350 to mitigate the 2.13 acres of wetlands impacts as mandated by the US Army Corps of Engineers Wetlands Permit for the project. At the June 2012 meeting, the Board authorized a contract for soil stabilization to consolidate the underlying soft soils in preparation for the construction of the bus berths. Bids were opened in July 2012 and the contract was awarded to Tomco at a cost of \$2,099,000.

Project Justification

The proposed project has been sized to accommodate routine day-to-day operations, as well as to provide the flexibility for ground transportation operators to respond to special event and contingency situations. The 14 modified sawtooth bus berths included in the project will more efficiently process the existing ground transportation services as defined below:

*Routine Operations*

NJ TRANSIT has come to understand the true value of a multimodal facility. Locations such as Hoboken, Broad Street, Walter Rand Transportation Center and Hamilton Station are vital pieces of the NJ TRANSIT system and provide flexibility in planning for route changes and ease of use of the system.



The operating plan incorporates six NJ TRANSIT fixed-route interstate and intrastate bus routes that would depart from seven of the 14 bus berth locations. Critically, the intermodal facility will provide space for buses to layover and not interfere with revenue service. To enhance the customer experience, these 14 berths will be customer-friendly, safety-conscious, and ADA-compliant with required positive separation, canopies, wind screens and visual information displays that do not exist today.

Agreements with local community shuttle operations, private residential and corporate shuttles and operators such as Megabus would be incorporated in the plaza operating plan.

The following routes would be accommodated in the facility:

- NJT 124 Secaucus-Harmon Cove-New York (weekdays-peak hours)
- NJT 78 Secaucus-Newark (weekdays peak & off-peak hours)
- NJT 329 Secaucus-Harmon Cove Shuttle (weekdays-peak hours)
- NJT 129 Secaucus-New York (daily – peak & off peak hours)
- NJT 2/2R Journal Square-Secaucus (daily – peak & off peak hours)
- NJT 353 Meadowlands Sports Complex-Secaucus Special Event Operations (as needed)
- MegaBus – intercity service (daily)
- Meadowlink-EZ Ride – Harmon Cove-Secaucus Shuttle (weekdays-peak)
- Employer Shuttles
- Community Transportation Shuttles

*Special Events*

Special event service is required to support operation of the Meadowlands Sports Complex which may occur on weekends or weekdays, depending on the event. In the case of these events, plans could be implemented for more intense use of the facility.

*Emergency Situations/Regional Contingency Planning*

NJ TRANSIT has been a leading participant in trans-Hudson evacuation planning, a large-scale effort involving multiple law enforcement agencies, first responders, transit agencies and others. This planning effort includes consideration of situations when various components of the trans-Hudson transportation system are shut down.

The FRL Station is used to divert NJ TRANSIT commuter bus routes from New York City (generally, the Port Authority Bus Terminal) when operations via Interstate Route 495 and the Lincoln Tunnel are compromised due to an accident on approach roads, inside the Lincoln Tunnel or in New York. Over the past three years, NJ TRANSIT Bus Operations has utilized the bus diversion to FRL Station about 10 times. During the last such use, 240 buses were diverted in two hours, affecting approximately 10,000 customers. In these situations, as with special event services, the proposed project would further accommodate existing and emergency services in the most efficient manner possible with a larger facility.

In addition to highway closures, planning has also considered shutdown of the North River rail tunnels between New York and New Jersey. In that event, the FRL Station may be used to provide bus access across the river, and feed rail service within New Jersey.

More broadly, the FRL Station is a potential critical staging/operating location to support the evacuation of New York City in the event of a national or regional emergency that may or may not require use of the NJ TRANSIT and Amtrak rail assets.

*Future Operations*

Although future ground transportation operations at the FRL Station will depend on several factors, the new facility could accommodate several additional local/intrastate NJ TRANSIT bus routes planned to support NJ TRANSIT rail and NJ TRANSIT light rail networks, and to respond to growth associated with facilities such as the Meadowlands Sports Complex as well as alleviate overcrowding at the Port Authority Bus Terminal.

Scope of Work

The work for this project involves grading, drainage, demolition, canopy construction, installation of utilities, electrical, paving, sidewalk, lighting, traffic signal relocation and associated improvements.

Procurement

The Office of Business Diversity assigned a Race Neutral goal for this contract. The Invitation for Bid (IFB) was advertised in the *Star-Ledger* and *The Trenton Times* on November 19, 2013. Bids were opened on January 14, 2014 at 2:00 p.m. at NJ TRANSIT Headquarters in Newark. Eleven bids were received for this contract.

COMPANY	AMOUNT
<b>Anselmi &amp; DeCicco, Inc. Maplewood, New Jersey</b>	<b>\$ 5,577,721.00</b>
APS Contracting, Inc. Paterson, New Jersey	\$ 6,257,450.00
IEW Construction Group, Inc. Harrison, New Jersey	\$ 6,652,991.85
DMR Construction Ser., Inc. Waldwick, New Jersey	\$ 6,945,749.06
Railroad Construction Paterson, New Jersey	\$ 6,947,990.00
Rencor, Inc. Somerville, New Jersey	\$ 7,229,020.00
Green Construction, Inc. South River, New Jersey	\$ 7,414,925.51
Carbro Constructors Corp. Hillsborough, New Jersey	\$ 7,465,445.00
Crossing Construction Co., Inc. Washington Crossing, Pennsylvania	\$ 7,719,252.00
Petillo, Inc. Flanders, New Jersey	\$ 8,420,875.00
Sparwick Contracting, Inc. Lafayette, New Jersey	\$ 8,492,291.00

Anselmi & DeCicco, Inc. has proposed 4.1 percent DBE utilization on this contract.

This item has been reviewed and recommended by the Board Capital Planning, Policy and Privatization and Customer Service Committees.

#### **FISCAL IMPACTS**

**Requested Authorization:** \$ 5,577,721 + 5% contingency

**Expenditures to Date:** \$ 7,328,000 (as of 03/20/14)

**Total Project Cost:** \$ 15,500,000

**Projected Date of Completion:** July 2015

**Capital Program Amount:** \$ 15,500,000

**Operating Budget Amount:** \$ 160,000 annually

**PRINTS ID Number:** NJT00416

**Anticipated Source of Funds:** Federal Transit Administration  
Transportation Trust Fund

**DBE/SBE Goal:** Race Neutral

***NJ Build* Amount:** \$ 27,890

**Related/Future Authorizations:** None

**Impacts on Subsequent  
Operating Budgets:** \$ 160,000 annually

**RESOLUTION**

**WHEREAS**, NJ TRANSIT seeks to enhance the accessibility of its facilities; and

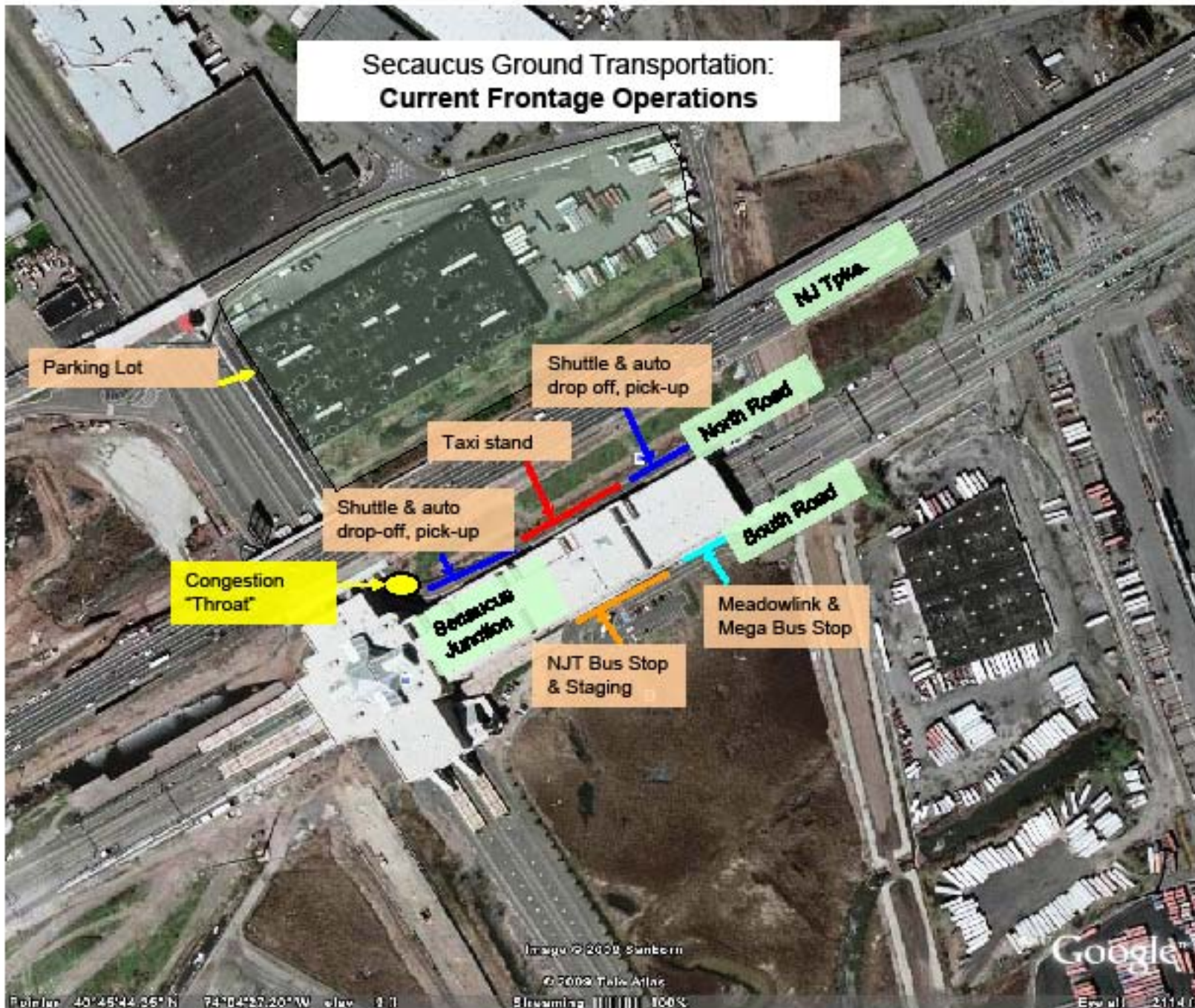
**WHEREAS**, Frank R. Lautenberg Station is a major transfer location between NJ TRANSIT Rail services and NJ TRANSIT Bus services; and

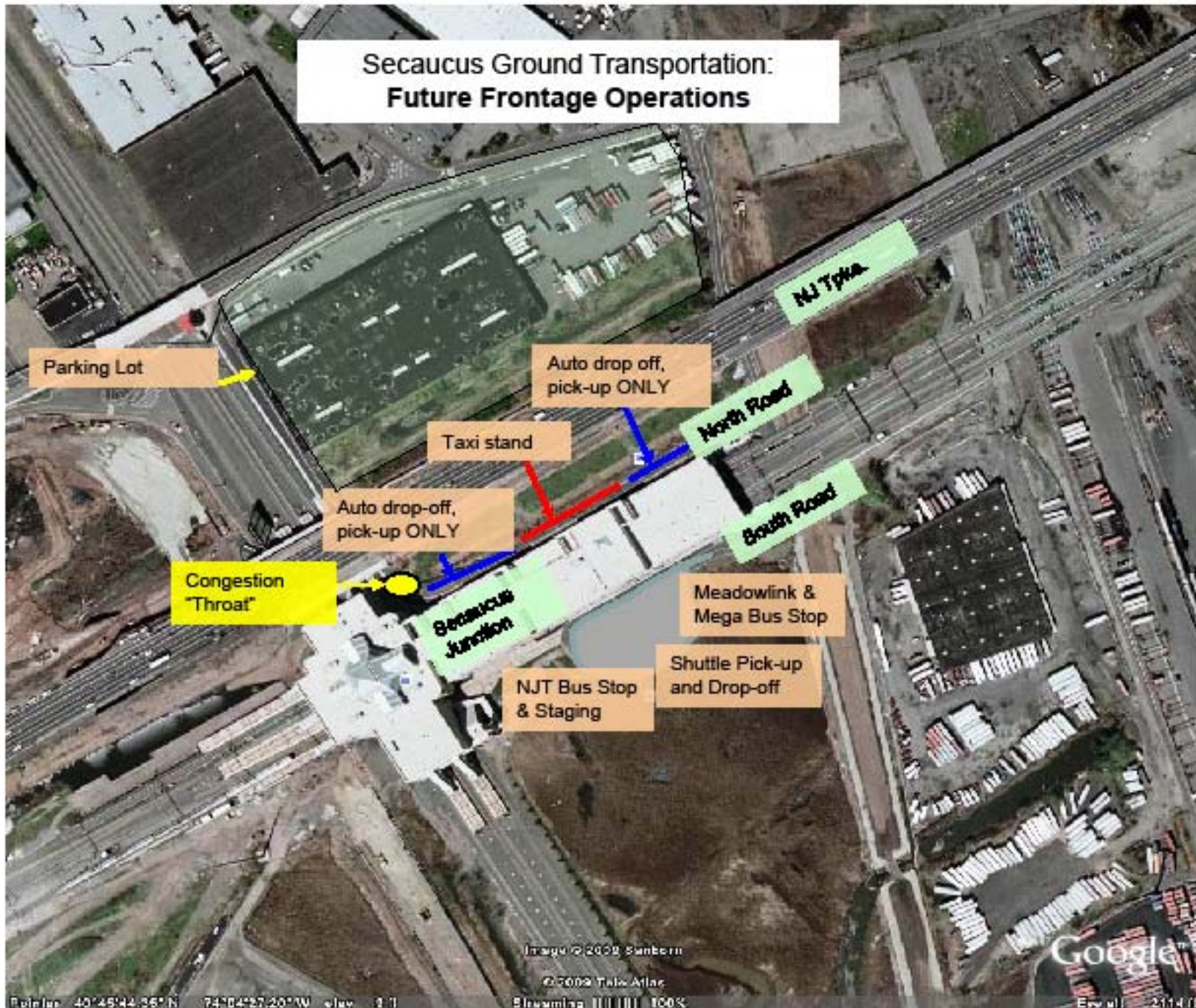
**WHEREAS**, the project will expand the existing four curbside bus berths to 14 curbside bus berths to provide for enhanced bus service and capacity for special events and emergency situations; and

**WHEREAS**, the improvements to the Frank R. Lautenberg Intermodal Facility will enhance customer ability to transfer between the NJ TRANSIT Rail and NJ TRANSIT Bus lines;

**NOW, THEREFORE, BE IT RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT Contract No. 14-009X with Anselmi & DeCicco, Inc. of Maplewood, New Jersey, for the Facility Expansion Project of the Frank R. Lautenberg Station Intermodal Facility Improvements Project, at a cost not to exceed \$5,577,721.00, plus five percent for contingencies, subject to the availability of funds.







**ITEM 1404-15: SUPERSTORM SANDY DISASTER RECOVERY PROGRAM:  
AMENDMENTS TO 2012 TASK ORDER CONSULTANT  
CONTRACTS PROGRAM**

**BENEFITS**

The repairs and protective measures critical to restore and maintain safe and reliable public transportation to pre-storm conditions are extensive and are technically complex in nature, requiring the procurement of specialized oversight, engineering and design services, and to supplement NJ TRANSIT staff. NJ TRANSIT staff has developed an overall Superstorm Sandy Disaster Relief Program that identifies specific projects and roles for both agency staff and consultant resources.

The consultants included in this authorization request will continue progressing NJ TRANSIT's Superstorm Sandy Disaster Recovery Program by providing technical expertise for the restoration and repair work as well as for the study and design of resiliency projects. These consultants are currently under contract with NJ TRANSIT following the completion of competitive procurement processes and prior approval of the NJ TRANSIT Board of Directors.

**ACTION (Scorecard: Customer Experience, Corporate Accountability, Financial Performance, Safety and Security)**

Staff seeks approval to increase the total authorization amount for the 2012 Capital Planning and Programs Task Order Consultant Contracts Program with BEM Systems, Inc. (NJ TRANSIT Contract No. 13-002B – \$2,000,000) for Environmental Management; Gannett Fleming (NJ TRANSIT Contract No. 13-006A – \$2,600,000) for Substations and Gladstone Line Pole Replacement; and HNTB (NJ TRANSIT Contract No. 13-007B – \$13,000,000) for Program Management for a maximum authorization amount for the 2012 Task Order Consultant Contracts Program (Superstorm Sandy Disaster Recovery Program) of \$59,400,000, subject to the availability of funds. The maximum task order and contract limits for these contracts previously approved for the 2012 Task Order Consultant Contracts Program will not apply to tasks related to the Superstorm Sandy Disaster Recovery Program.

**PURPOSE**

Authorization of these contract amendments will provide for the continuation of critical services associated with NJ TRANSIT's asset repairs. This will provide NJ TRANSIT with the ability to manage and design the various repair and protection projects. A summary of the contract limits is shown in Exhibit A.

The total authorization for the 2012 Task Order Consultants Contract Program will be \$92,650,000: \$32,050,000 for non-Superstorm Sandy tasks, \$59,400,000 for Superstorm Sandy tasks, and \$1,200,000 for Super Bowl XLVIII tasks. The additional

authorization for BEM Systems, Inc. and HNTB will provide programmatic oversight services through April 2015.

## **BACKGROUND**

Public transportation is a critical imperative to minimize traffic congestion, provide commutation and accessibility services, promote commerce, and enable citizens to obtain the necessities of life, as well as access to essential services such as police, fire, and first aid and to preserve much needed resources such as fuel.

The damage caused from Superstorm Sandy included coastal storm surges that flooded rail yards, substations, and terminals. Inland the storm resulted in fallen trees, downed power lines, damage to roadways, and disruptions in electrical service. As a result, dangerous conditions throughout NJ TRANSIT's public transportation system continue to jeopardize the public safety if not fully remediated through long-term repair and protection of critical assets.

### Superstorm Sandy Disaster Recovery Program

NJ TRANSIT has developed an interdisciplinary program utilizing both in-house staff and consulting firms to manage the design and construction of the projects identified as critical to restoring and improving NJ TRANSIT's infrastructure and rolling stock. Key consultant roles are listed below.

#### ***Environmental Manager – BEM Systems, Inc.***

BEM Systems, Inc. provides support to secure FTA project determinations under the National Environmental Policy Act (NEPA) and other applicable statutory and regulatory requirements as well as assisting NJ TRANSIT in obtaining individual project permits. BEM is also engaged in a variety of program-wide efforts, including assisting in the preparation of the FTA Tier 3 competitive grant applications, and, along with HNTB, providing administrative support for the overall Superstorm Sandy Disaster Recovery Program.

The Board previously authorized \$2,300,000 for BEM Systems, Inc. for the Superstorm Sandy program (Item 1303-07 – \$2,300,000). This authorization request is for an additional \$2,000,000, for a total authorization of \$4,300,000, to continue to provide these services through April 2015. By the end of April 2014 BEM will have received directives totaling \$2,095,253 and will have accrued approximately \$1,900,000 in billable work.

#### ***Program Manager – HNTB***

HNTB is providing overall program and project management control, including scheduling, estimating, document control, risk management, budget control, track outage coordination, and force account coordination. HNTB is also assisting NJ TRANSIT in fulfilling FTA reporting requirements.

The Board previously authorized \$12,000,000 for HNTB (Item 1303-07 – \$5,000,000; Item 1308-37 – \$7,000,000). This authorization request is for an additional \$13,000,000, for a total authorization of \$25,000,000, to continue to provide these services through April 2015. By the end of April 2014 HNTB will have received directives totaling \$11,794,086 and will have accrued approximately \$11,581,000 in billable work.

***Substations and Gladstone Line Pole Replacement – Gannett Fleming***

The consultant is providing preliminary design services to repair in a resilient manner six general power substations and the Mason electric traction power substation, and ancillary power systems, as well as the replacement of the Gladstone Line catenary poles. These substations serve Hoboken Terminal, Meadows Maintenance Complex (MMC), Bay Head Yard, and traction power for the Morris & Essex Rail Line. The Gladstone Line poles project replaces the wooden catenary poles with concrete foundations and metal poles. The designs incorporate mitigation measures to prevent future damage and/or service disruption.

The Board previously authorized \$7,750,000 for Gannett Fleming (Item 1303-07 – \$2,000,000; Item 1304-12 – \$750,000; and Item 1308-37 – \$5,000,000). This authorization request is for an additional \$2,600,000, for a total authorization of \$10,350,000, to complete preliminary and final design, estimated to be Fall 2015. By the end of April 2014 Gannett Fleming will have received directives totaling \$3,100,000 and will have accrued approximately \$3,070,000 in billable work.

Funding

Anticipated source of funds to be used in these procurements include insurance proceeds, Federal Transit Administration (FTA) and Transportation Trust Fund dollars.

On February 4, 2013, the U.S. Department of Transportation (USDOT) announced the availability of \$2 billion through the FTA’s new Emergency Relief Program to help protect, repair, reconstruct, and replace public transit equipment and facilities that were badly damaged by Superstorm Sandy. The funds are the first installment of up to \$10.9 billion appropriated to the FTA through the Disaster Relief Appropriations Act of 2013, which President Obama signed into law on January 29.

To date NJ TRANSIT has received funding allocations from FTA in the following amounts:

Grant 1	\$ 144,416,559
Tier 1	\$ 197,574,198
Tier 2	<u>\$ 106,199,045</u>
Total	\$ 448,189,802

On December 26, 2013, FTA announced a Notice of Funding Availability for Resilience Projects in Response to Hurricane Sandy, which provides for the availability of approximately \$3 billion under the Public Transportation Emergency Relief Program.

Consistent with the requirements of the supplemental appropriations, the remaining disaster relief funds will be made available after FTA issues interim regulations. For the most part, the FTA will cover 90 percent of the cost of transit-related operating and capital projects undertaken in response to Superstorm Sandy.

Office of State Comptroller approval for these contract amendments was received on March 26, 2014 as required under Executive Order 125.

This item has been reviewed and recommended by the Board Capital Planning, Policy and Privatization Committee.

**FISCAL IMPACTS**

**Requested Authorizations:**

2012 Task Order Consultant	This Authorization	\$	17,600,000
Contracts Program (Superstorm Sandy Disaster Recovery Program)	Total Authorization	\$	59,400,000

**Expenditures to Date:** \$ 118,092,713 (for total Superstorm Sandy Disaster Recovery Program as of 11/30/13)

**Total Project Cost:** Part of Superstorm Sandy Disaster Recovery Program

**Projected Date of Completion:** December 2018

**Capital Program Amount:** \$ 17,600,000

**Operating Budget Amount:** \$0

**Anticipated Source of Funds:** Federal Transit Administration  
Insurance Proceeds  
Transportation Trust Fund

**PRINTS ID Number:** Various

**DBE/SBE Goal:**

BEM Services, Inc.	25% DBE – Environmental Services
Gannett Fleming	25% DBE – Architectural/Engineering Services
HNTB	20% DBE – Bridge and Railway Engineering

**NJ Build Amount:** NA

**Related/Future Authorizations:** Additional consultant services  
Construction contracts

**Impact on Subsequent  
Operating Budgets:** None

## RESOLUTION

**WHEREAS**, NJ TRANSIT serves a vital role in the State's transportation network and in the State's economy; and that Superstorm Sandy jeopardized the public safety and welfare by obstructing safe transportation in New Jersey thereby making it difficult or impossible for citizens to obtain the necessities of life, limiting access to essential emergency services and restricting restoration of business and commerce vital to the region's economy; and

**WHEREAS**, Superstorm Sandy damaged NJ TRANSIT's transportation assets requiring continued repair and restoration to restore the transportation system to pre-storm conditions; and

**WHEREAS**, these repairs and protective measures are extensive and are technically complex in nature requiring the procurement of specialized oversight, engineering and design services and to supplement NJ TRANSIT staff; and

**WHEREAS**, the consultants included in this authorization are currently under contract to NJ TRANSIT following the completion of competitive procurement processes; and

**WHEREAS**, NJ TRANSIT anticipates a significant portion of the costs associated with this work to be reimbursed from insurance proceeds, the Federal Transit Administration and, possibly, the Federal Emergency Management Agency;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is authorized to increase the total authorization amount for the 2012 Capital Planning and Programs Task Order Consultant Contracts Program with BEM Systems, Inc. (NJ TRANSIT Contract No. 13-002B – \$2,000,000) for Environmental Management; Gannett Fleming (NJ TRANSIT Contract No. 13-006A – \$2,600,000) for Substations and Gladstone Line Pole Replacement; and HNTB (NJ TRANSIT Contract No. 13-007B – \$13,000,000) for Program Management for a maximum authorization amount for the 2012 Task Order Consultant Contracts Program (Superstorm Sandy Disaster Recovery Program) of \$59,400,000, subject to the availability of funds.

The maximum task order and contract limits for these contracts previously approved for the 2012 Task Order Consultant Contracts Program will not apply to tasks related to the Superstorm Sandy Disaster Recovery Program.

**EXHIBIT A  
SUMMARY OF REQUESTED AUTHORIZATIONS**

**2012 TASK ORDER CONSULTANT CONTRACTS PROGRAM AMENDMENTS**

Vendor	Contract No.	Additional Superstorm Sandy Disaster Recovery Program Authorizations				Base Program Authorizations	
		Task Limit	Previous Authorizations	This Authorization	Contract Limit	Task Limit	Contract Limit
URS Corporation	13-001C	NA	\$ 1,000,000	\$ 0	\$ 1,000,000	\$ 500,000	\$ 1,500,000
BEM Systems, Inc.	13-002B	NA	\$ 2,300,000	\$ 2,000,000	\$ 4,300,000	\$ 500,000	\$ 4,000,000
Parsons Brinckerhoff	13-004A	NA	\$ 2,000,000	\$ 0	\$ 2,000,000	\$ 500,000	\$ 3,000,000
Christopher P. Statile	13-005C	NA	\$ 1,250,000	\$ 0	\$ 1,250,000	\$ 400,000	\$ 1,500,000
Gannett Fleming	13-006A	NA	\$ 7,750,000	\$ 2,600,000	\$ 10,350,000	\$ 500,000	\$ 3,500,000
Jacobs Engineering	13-006B	NA	\$ 3,000,000	\$ 0	\$ 3,000,000	\$ 500,000	\$ 3,500,000
STV, Inc.	13-006C	NA	\$ 5,500,000	\$ 0	\$ 5,500,000	\$ 500,000	\$ 3,500,000
Systra, Inc.	13-006D	NA	\$ 3,000,000	\$ 0	\$ 3,000,000	\$ 500,000	\$ 3,500,000
HNTB	13-007B	NA	\$ 12,000,000	\$ 13,000,000	\$ 25,000,000	\$ 600,000	\$ 2,000,000
TranSystems, Inc.	13-007D	NA	\$ 3,000,000	\$ 0	\$ 3,000,000	\$ 600,000	\$ 2,000,000
Hill International <sup>1</sup>	13-010F	NA	\$ 1,000,000	\$ 0	\$ 1,000,000	\$ 600,000	\$ 3,500,000

<sup>1</sup> Hill International was previously authorized under NJ TRANSIT Contract No. 09-085A in the amount of \$2,000,000 for Project Oversight.

**ITEM 1404-16: CONCEPTUAL DESIGN SERVICES FOR THE REPLACEMENT AND CONSTRUCTION OF UNDERGRADE BRIDGE 36.09 BRIELLE DRAW ON THE NORTH JERSEY COAST LINE OVER THE MANASQUAN RIVER**

**BENEFITS**

NJ TRANSIT's North Jersey Coast Line serves nearly 25,000 people daily in Middlesex, Monmouth, & Ocean counties. The movable bridge, Brielle Draw, spans the Manasquan River between Brielle and Point Pleasant Beach, connecting the lower portion of the North Jersey Coast Line, including Bay Head Yard, to points north extending as far as New York City.

The 103 year old Brielle Draw has been repaired numerous times over the years. In 1977, the movable span was rebuilt and the approach spans were replaced, reducing the bridge to single track operation. Due to its close proximity to the water surface, the bridge has had structural durability issues due to corrosion. The bridge is reaching the end of its useful life.

Brielle Draw has been rated in 'fair' condition in the most recent evaluation. A new bridge will return Brielle Draw to its original double operational alignment and provide more flexibility to rail operations. Brielle Draw has been prioritized for replacement due to its age, condition, and costly repairs. A future replacement will maintain public safety and reliable train service.

**ACTION (Scorecard: Safety, Security, and Corporate Accountability)**

Staff seeks authorization to enter into NJ TRANSIT Contract No. 14-005 with Hardesty & Hanover, LLC of West Trenton, New Jersey to perform conceptual design for the replacement of Brielle Bridge on NJ TRANSIT's North Jersey Coast Line, located between Brielle, Monmouth County and Point Pleasant Beach, Ocean County at a negotiated cost not to exceed \$490,080, plus five percent for contingencies, subject to the availability of funds.

**PURPOSE**

This conceptual design is the first phase in the design process for the replacement of Brielle Draw.

The scope of work will include recommendations for the structure type of the movable and approach spans, track alignment, permit identification, environmental issues, Coast Guard coordination, and cost estimates.

As a result of this contract, NJ TRANSIT will have conceptual design and cost estimates so that funding can be pursued for final design and construction.

## **BACKGROUND**

### History

Brielle Draw Bridge is located on the North Jersey Coast Line over the navigable tidal waterway of the Manasquan Inlet. The existing movable span is a two track Scherzer rolling bascule lift-bridge built in 1911. The 27 span bridge length is 1,163 feet from backwall to backwall. The bridge was rehabilitated in 1977 with major structural repairs to the movable span and the replacement of the approach spans with single track, pre-stressed concrete deck girders. In 2003, major scour of the piers was found and repaired. Brielle Interlocking was constructed to accommodate train movements through the single track bridge and is limited to the Green Ave grade crossing and the 'Little Brielle' two track undergrade bridge.

### Project Justification

The existing bridge was constructed within the tidal zone resulting in structural corrosion to exposed steel components which is significant throughout the approach structures, movable span, and operator's house.

Deterioration to timber piles supporting the operator's house has recently resulted in the emergency construction of a temporary steel pile support system stabilizing the southern side of the operator's house and access platforms.

Due to the bridge's shallow foundations, the bridge is susceptible to scour and has been rehabilitated to correct severe undermining of the pier footings.

The movable span operating machinery is in poor overall condition exhibiting significant wear to the bearings and gearings.

The existing navigable channel width of 48 feet is substandard and only allows one-way marine traffic.

It is the intention on the Conceptual Design to address these issues by:

- Raising the structural elements of the bridge out of the tidal zone.
- Designing deeper foundations to avoid scour.
- Increasing width to accommodate two-way marine traffic.

### Procurement

The Request for Proposals (RFP) for Conceptual Design Services for the Replacement and Construction of Undergrade Bridge 36.09 on the North Jersey Coast Line over the Manasquan River was advertised on Friday, November 15, 2013 in local newspapers. On Monday, December 23, 2013 three proposals were received from prospective engineering design firms.

These proposals were distributed to the Technical Evaluation Committee (TEC) comprised of representatives from Rail Operations Infrastructure Engineering and Capital Planning & Programs Management Departments for evaluation. The evaluation established that all three firms should proceed to the oral presentation phase based on their technical expertise.

Oral presentations were made on January 10 and 13, 2014, after which the TEC reevaluated the scores of the firms for overall technical qualifications. NJ TRANSIT then entered into negotiations with the highest technically ranked firm, Hardesty & Hanover, LLC.

The Office of Business Development assigned a zero percent SBE goal for the RFP. Hardesty & Hanover, LLC submitted a SBE commitment of 6.8 percent.

This item has been reviewed and recommended by the Board Capital Planning, Policy and Privatization Committee.

**FISCAL IMPACT**

<b>Requested Contract Authorization:</b>	\$490,080 + 5% contingency
<b>Expenditures to Date:</b>	\$0
<b>Total Project Cost (Conceptual Design Cost)</b>	\$ 1.2 million (10% Conceptual Design)
<b>Projected Date of Completion:</b>	March 2015
<b>Capital Program Amount:</b>	\$ 1.2 million
<b>Operating Budget:</b>	\$0
<b>Anticipated Source of Funds:</b>	Transportation Trust Fund
<b>Prints ID Number:</b>	NJT00906
<b>DBE/SBE Goal:</b>	0% SBE
<b><i>NJ Build</i> Amount:</b>	None
<b>Future/Related Authorization:</b>	TBD
<b>Impact on Subsequent Operating Budgets:</b>	None

**RESOLUTION**

**WHEREAS**, NJ TRANSIT's North Jersey Coast Line serves nearly 25,000 people daily in Middlesex, Monmouth, & Ocean counties; and

**WHEREAS**, due to its close proximity to the water surface, the bridge has had structural durability issues due to corrosion; and

**WHEREAS**, a new bridge will return Brielle Draw to its original double operational alignment and provide more flexibility to rail operations; and

**WHEREAS**, the future replacement of Brielle Draw bridge will maintain public safety and reliable train service; and

**WHEREAS**, following a competitive procurement process, Hardesty & Hanover was identified as the top ranked firm providing the best value and the best interest of NJ TRANSIT;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is authorized to enter into NJ TRANSIT Contract No. 14-005 with Hardesty & Hanover, LLC, of West Trenton, New Jersey, to perform conceptual design for the replacement of Brielle Bridge on NJ TRANSIT'S North Jersey Coast Line, located between Brielle, Monmouth County and Point Pleasant Beach, Ocean County at a negotiated cost not to exceed \$490,080, plus five percent for contingencies, subject to the availability of funds.

**ITEM 1404-17: INDEPENDENT SAFETY REVIEW OF NJ TRANSIT RAIL OPERATIONS, INC.**

**BENEFITS**

NJ TRANSIT Rail Operations, Inc. is responsible for serving more than 260,000 customers daily on twelve rail lines throughout the State of New Jersey. The safety of customers and employees who provide train service and maintain NJ TRANSIT's extensive infrastructure and rail fleet are NJ TRANSIT's highest priority.

While NJ TRANSIT's safety record has generally been positive, the scale and far-reaching nature of train operations requires constant supervision and diligence to ensure safe practices.

An independent safety review will provide a comprehensive assessment of NJ TRANSIT's rail inspection and maintenance procedures, work practices and overall safety culture. The review will include extensive interviews with field employees and examinations of field operations for regulatory compliance.

**ACTION (Scorecard: Safety and Security)**

Staff seeks authorization to enter into NJ TRANSIT Contract No. 14-031 with Rail Safety Consulting of Pittsford, New York to conduct a comprehensive review of NJ TRANSIT's rail inspection and maintenance procedures, work practices and overall safety culture at a cost not to exceed \$467,673, plus five percent contingencies, subject to the availability of funds.

**PURPOSE**

Passenger railroads are a highly specialized business governed by a complex set of federal laws, regulations and rules. By retaining an experienced railroad safety consulting firm, NJ TRANSIT will gain specific and actionable feedback on rail safety. Also, the independent third-party review will yield a better perspective on NJ TRANSIT's true safety culture. In addition, the Federal Railroad Administration has indicated that it will be conducting its own safety review of NJ TRANSIT Rail Operations in the coming months. The results of this review will be shared with NJ TRANSIT staff so they may respond to any recommendations and take corrective actions as necessary to ensure the safety of employee and customers.

**BACKGROUND**

The Federal Railroad Administration is the primary Federal regulatory agency governing NJ TRANSIT's railroad operations. This review includes NJ TRANSIT's rail inspection and maintenance procedures, work practices and overall safety culture in the context of the following Federal Regulations.

**49 CFR Part 213** - Track Safety Standards

**49 CFR Part 214** - Railroad Workplace Safety

**49 CFR Part 217** - Railroad Operating Rules

**49 CFR Part 218** - Railroad Operating Practices

**49 CFR Part 220** - Railroad Communications

**49 CFR Part 229** - Railroad Locomotive Safety Standards

**49 CFR PART 234** - Grade Crossing Safety, Including Signal Systems, State Action Plans, and Emergency Notification systems

**49 CFR Part 236** - Rules Standards, and Instructions Governing the installation, inspection, maintenance, and repair of signal and train control systems, devices and appliances

**49 CFR Part 238** - Passenger Equipment Safety Standards

**49 CFR Part 240** - Qualification & Certification of Locomotive Engineers

**49 CFR Part 270** - System Safety Program - Proposed Rule

The Office of Civil Rights/Office of Business Development has placed a 0% SBE Goal on this contract.

**PROCUREMENT**

An Expression of Interest was advertised on January 14, 2014 in local newspapers. On January 29, 2014, responses were received from Rail Safety Consulting and QEM, Inc. The Letters of Interest and Statements of Qualifications were evaluated by the Technical Evaluation Committee comprised of the Director of Rail Safety, the Manager of Compliance – Rail Safety, the General Superintendent, Transportation, the Chief Engineer, Electrical, and the General Superintendent, Mechanical.

Based on the written evaluation and total scores by the Technical Evaluation Committee, Rail Safety Consulting met with the Technical Evaluation Committee and Procurement on March 17, 2014 to discuss their qualifications as well as the detailed scope of services. The total cost proposal takes into consideration the required field review and final report.

Rail Safety Consulting was subsequently determined to be the best qualified firm based on a combination of the written technical proposal and the overall value of the services to be provided to NJ TRANSIT.

**FISCAL IMPACTS**

<b>Requested Authorization:</b>	\$467,673 + 5% contingency
<b>Expenditures to Date:</b>	None
<b>Total Project Cost:</b>	\$548,350 <i>(Includes in-house labor costs)</i>
<b>Projected Date of Completion:</b>	90 days from the start of the review. Estimated August 2014.
<b>Capital Program Amount:</b>	None
<b>Operating Budget Amount:</b>	\$548,350
<b>Anticipated Source of Funds:</b>	Operating Budget
<b>PRINTS ID Number:</b>	N/A
<b><i>NJ Build</i> Amount:</b>	None
<b>DBE/SBE Goal:</b>	0% SBE
<b>Related/Future Authorization:</b>	TBD
<b>Impacts on Subsequent Operating Budgets:</b>	Possible reduced occurrence of injuries and resulting claims.

## RESOLUTION

**WHEREAS**, NJ TRANSIT Rail Operations is responsible for serving more than 260,000 customers daily on twelve rail lines throughout the State of New Jersey; and

**WHEREAS**, the safety of customers and employees who provide train service and maintain NJ TRANSIT's extensive infrastructure and rail fleet are NJ TRANSIT's highest priority; and

**WHEREAS**, passenger railroads are a highly specialized business governed by a complex unique set of Federal laws, regulations and rules; and

**WHEREAS**, by retaining an experienced railroad safety consulting firm, NJ TRANSIT will gain specific and actionable feedback on rail safety and a better perspective on NJ TRANSIT's true safety culture; and

**WHEREAS**, following the completion of a competitive procurement process, it was determined that Rail Safety Consulting submitted the most advantageous proposal for an independent safety review of NJ TRANSIT Rail Operations;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is authorized to enter into NJ TRANSIT Contract No. 14-031 with Rail Safety Consulting of Pittsford, New York to conduct a comprehensive review of NJ TRANSIT's rail inspection and maintenance procedures, work practices and overall safety culture at a cost not to exceed \$467,673, plus five percent contingencies, subject to the availability of funds.

# CONSENT CALENDAR

**ITEM 1404-18: PERSONAL INJURY CLAIM OF JUNE LAYNE**

**BENEFITS**

It is the opinion of NJ TRANSIT and defense counsel, in recognition of the serious injuries that resulted, staff recommends a settlement of \$4,500,000

**PURPOSE**

NJ TRANSIT By-Laws require Board approval of the settlement of all claims and lawsuits involving personal injury, death or property damage in excess of \$500,000. This case, venued in the Essex County Superior Court, Newark, NJ, has a settlement cost of \$4,500,000.

**ACTION**

Staff seeks authorization to settle the claim of June Layne through her attorney at a cost of \$4,500,000. The Attorney General has approved settlement cost of \$4,500,000, subject to the availability of funds.

**FISCAL IMPACTS**

<b>Requested Authorization:</b>	\$4,500,000
<b>Projected Date of Completion:</b>	FY 2014
<b>Anticipated Source of Funds:</b>	FY 2014 Operating Budget
<b>Diversity Goals/Participation:</b>	Not applicable. No goods or services to be procured.

**RESOLUTION**

**WHEREAS**, Article VI, Section II of the By-Laws requires Board Authorization for settlement of claims in excess of \$500,000; and

**WHEREAS**, June Layne has presented a claim with a probable settlement cost greater than \$4,500,000; and

**WHEREAS**, staff has reviewed the claim and recommends settling this case out of court;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is authorized to settle the claim of June Layne through her attorney at a cost of \$4,500,000. The Attorney General has approved settlement of \$4,500,000, subject to the availability of funds.

**EXECUTIVE SESSION AUTHORIZATION**

**BE IT HEREBY RESOLVED** pursuant to N.J.S.A. 10:4-12 and N.J.S.A. 10:4-13 that the Board of Directors of the New Jersey Transit Corporation hold an executive session to discuss attorney-client, litigation and personnel matters; and

**BE IT FURTHER RESOLVED** that it is expected that discussions undertaken at this executive session could be made public at the conclusion of these matters as appropriate.