

**Chris Christie**, Governor  
**Kim Guadagno**, Lieutenant Governor  
**Richard T. Hammer**, Commissioner  
**Steven H. Santoro**, Executive Director

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

February 15, 2017

Dear Governor Christie:

Pursuant to Chapter 150, Laws of 1979, I herein transmit the minutes of actions taken at the open session of the regularly 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 Wednesday, February 8, 2017.

Sincerely,

Original Signed By

Joyce J. Zuczek  
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 regularly 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 Wednesday, February 8, 2017.

**Board Members Present**

Richard T. Hammer, Chairman  
Lisa LeBoeuf, Governor's Representative  
Anthony Longo, Treasurer's Representative  
James C. Finkle Jr., Board Member  
Flora M. Castillo, Board Member (By Telephone)

**Board Members Absent**

Raymond W. Greaves, Board Member (Non-Voting)

**Staff Present**

Steven H. Santoro, Executive Director  
Amy B. Herbold, Deputy Executive Director  
Michael P. Kilcoyne, Vice President and General Manager, Bus Operations  
Robert Lavell, Vice President and General Manager, Rail Operations  
Dennis J. Martin, Vice President and General Manager, Light Rail and Contract Services  
Christopher Trucillo, Chief of Police  
Warren A. Hersh, Auditor General  
Michael J. Lihvarcik, Chief Financial Officer and Treasurer  
Michael K. Slack, Chief Information Officer  
Penelope L. Bassett, Assistant Executive Director, Communications and Customer Service  
Eric R. Daleo, Assistant Executive Director, Capital Planning and Programs  
Gardner C. Tabon, Chief, Office of System Safety  
Joseph E. Snow, Deputy Attorney General  
Joyce J. Zuczek, Board Secretary

Chairman Hammer discussed the agenda item versus non-agenda item public comment format for the February 8, 2017 Board Meeting. Chairman Hammer convened the Open Session at 9:12 a.m. in accordance with the Open Public Meetings Act. Kemmerly Kendrick, Office of System Safety, provided a Public Safety Announcement. The Pledge of Allegiance to the Flag was conducted. Board Secretary Zuczek conducted a Roll Call and noted Board Member Castillo was participating by telephone. Board Member Greaves informed the Board Office that he would not be able to participate in this Board Meeting.

Board Secretary Zuczek announced that adequate notice of the regularly 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. was provided in accordance with the Open Public Meetings Act, Chapter 231,

P.L 1975, and the meetings were occurring concurrently. Notices were filed on February 2, 2017 with the Secretary of State. These notices were mailed to newspapers of general distribution, posted in the main entrance of NJ TRANSIT headquarters, and sent to each individual, agency and organization that requested such notice. Board Secretary Zuczek announced that the Board Meeting was being video recorded

Chairman Hammer asked for a motion to approve the minutes of the January 11, 2017 Board meetings. A motion was made by Board Member James C. Finkle Jr., seconded by Board Member Lisa LeBoeuf, and unanimously adopted.

### **Public Comments on Agenda Items**

There were three public comments on agenda items. Board Secretary Zuczek announced public comments would be limited to five minutes in order to give everyone an opportunity to be heard.

**Joseph Clift** commented about Board Item 1702-04 the Raritan River Drawbridge Replacement. He thinks \$600 million is an incredibly high amount of money for this project. Mr. Clift referenced the price of an Amtrak project price and acknowledged it was not the same bridge but used it to note why he thought \$450 million of federal taxpayer money was incredibly high, even if only \$150 million is New Jersey money. Mr. Clift asked whether there was any federal money left for this and whether NJ TRANSIT would get to final design without federal money; whether NJ TRANSIT actually has a contract with them; and whether they were paying three quarters of it so far. Mr. Clift thinks his questions should be answered and does not see how with the limited information, they could intelligently vote on the issue. He agrees that the bridge should be replaced, but thinks the amount of money is too high.

Mr. Clift noted he made a series of comments on the local bus service contract at the Administration Committee Meeting. He said not a single word has changed and the same questions exist. Mr. Clift asked why there was no contract number and only two bidders. He believes NJ TRANSIT should have been able to get a lot of bidders for the bus service, and it was an excellent opportunity for a DBE contractor. Mr. Clift said the June bid was cancelled due to an administrative problem but there was no explanation why and questioned the seven-month delay in the submission to the Committee and Board. He said the Board has to vote on it by the next month and there was no time to question what was done. Mr. Clift questioned why the extension was cut into two pieces: eight months and three and a half months. He questioned why the current contract annual numbers were not provided. Mr. Clift said the last seven years were lumped into one number so he could not see what the last contract number was compared to the extension amount. He said NJ TRANSIT's procurement process really seems to be slipping and the Board should look into these issues. Mr. Clift said there was a month of grace and suggested voting next month.

**Murray Bodin** discussed the second paragraph of the Executive Director's Report that mentioned that Positive Train Control was a priority. He noted it started about 10 years ago and at that time, it was the right thing to do. Mr. Bodin said technology has changed

since then. He noted how his new car has eyesight that stops the car automatically. Additionally, he noted there are self-driving cars. Mr. Bodin believes the eyesight technology would have stopped the train in Hoboken before it hit the end. He noted Positive Train Control would not be implemented everywhere. Mr. Bodin questioned how to get them to stop spending money on outdated technology. He noted that was hard, but suggested starting to look at putting automatic stop on top of what NJ TRANSIT had on the traction cars/engines.

Mr. Bodin noted NJ TRANSIT has hundreds of light rail crossings controlled by traffic lights. He questioned why there was a difference between light rail traffic lights and heavy rail red lights. Mr. Bodin believes it was because that was how it was done 75 years ago. He urged Chairman Hammer to take responsibility to start changing all of the railroad crossing lights to traffic lights. Mr. Bodin suggested using traffic cameras and ticketing people if they go around it. He asked Chairman Hammer if he was willing to start this process right away. Chairman Hammer said they were looking at it and understand Mr. Bodin's position.

Mr. Bodin said, at the last two Port Authority meetings, Chairman Degnan failed to tell and make available the information that the #7 subway from New York City could easily and cheaply be brought to Secaucus so New Jersey commuters could get on the subway right at Secaucus. Mr. Bodin said he recommended that Chairman Degnan step down and be replaced because he failed to tell them and was not giving the people of New Jersey the best information. Mr. Bodin believes it would save money and disruptions. He asked why NJ TRANSIT would want to have its buses go through a tunnel. Mr. Bodin asked how NJ TRANSIT would get their buses there if they expand the station in New York. He believes NJ TRANSIT should put them in New Jersey. Since Chairman Degnan did not do that, Mr. Bodin said he asked him to step down and be replaced.

Mr. Bodin said if Chairman Hammer is not prepared to move quickly on the traffic lights, he would like to be informed of that or he will keep attending the meetings and make the same recommendation to Chairman Hammer that he made to Chairman Degnan.

**David Peter Alan** said when he first received word after the close of business the prior day that there was a change in policy regarding public statements, he prepared to complain because of the lack of notice. He said he scrambled to change his statements and then realized that morning that they were actually going to have more time to present their views so he was not going to complain and said it was more appropriate to thank them. Mr. Alan said to the extent his written statement was inconsistent with what he says, they should go by what he says because that was more current. Mr. Alan said the policy of having different statements for agenda and non-agenda was not new and it worked well years ago and was good to have it back.

Mr. Alan noted they are always concerned that mentioning agenda items just before the vote does not give the Board enough time to consider what they say. For instance, he noted there were four contracts on the agenda and if they knew what the contracts said and were able to review them, they could provide intelligent comments. Mr. Alan said the Lackawanna Coalition has technical and legal expertise that could be a tremendous help to NJ TRANSIT.

With regards to the Bergen County bus service, Mr. Alan said whenever he hears about a private operator running service instead of a public entity like NJ TRANSIT, he wonders what has to give so the company can make a profit. They hope whatever is done does not diminish the service in Bergen County. Mr. Alan said the service is not what it should be in Bergen County and a lot of people there depend on it. He hopes the service will be enhanced.

Mr. Alan said they want to work with NJ TRANSIT and help them. He hopes NJ TRANSIT will have respect for them to listen to what they say because the more respect given, the more effective they can work together towards their overall shared goal of giving New Jersey riders the best service they can get. Mr. Alan said he looks forward to providing his statement regarding non-agenda items and hopes NJ TRANSIT will give what they say serious consideration.

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

Board Member Finkle presented the report for the Customer Service Committee. The Customer Service Committee received a Customer Service update and report on the Social Media Dashboard. The Committee also received a report on the Fiscal Year 2017 Second Quarter Customer Satisfaction Survey results.

### **Board Administration Committee Report**

Board Member Finkle presented the report for the Administration Committee. The Administration Committee discussed the Bergen County Local Bus Service board item. The Committee also received a Financial Update, which included an analysis of ridership trends.

### **Board Capital Planning, Policy, and Privatization Committee Report**

Chairman Hammer presented the report for the Capital Planning, Policy, and Privatization Committee. The Capital Planning, Policy and Privatization Committee discussed the board items including the Raritan River Drawbridge Replacement Project, Task Order Consultant Contracts Program, HVAC Roof-Top Unit Replacements, and General Office Building Roof Replacement Project.

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

Executive Director Santoro noted the past weekend a six alarm fire destroyed a large portion of a condominium complex being constructed next to NJ TRANSIT's General Office Building (GOB) and Hilton Bus Garage in Maplewood, New Jersey. Thankfully, despite the seriousness of the blaze, no NJ TRANSIT employees were injured and the damage to the GOB and the parking deck appeared to be minimal at that time. As the fire escalated, some employees at those Maplewood facilities were evacuated safely. They were allowed to return once the flames had been brought under control.

Immediately following the fire, and in an abundance of caution, NJ TRANSIT engaged an industrial hygienist to take indoor air samples of the GOB. The hygienist monitored 21 locations throughout the GOB with a focus on areas with walls closest to the condominium fire and found the indoor air quality was satisfactory and within acceptable air parameters.

To help reduce any remaining odor from the fire, building services also changed out all the HVAC filters. Several outside windows sustained some heat damage and plywood was installed until permanent windows could be replaced. Members of the Office of System Safety and Engineering Department also inspected the parking deck and found it was safe to occupy and it remains operational.

Executive Director Santoro sincerely thanked everyone who worked so diligently and quickly to, first and foremost, make sure all of NJ TRANSIT's employees were safe, and then to take the steps necessary to maintain NJ TRANSIT's operations.

Executive Director Santoro said one of his top priorities since becoming Executive Director has been the implementation of Positive Train Control (PTC) and meeting the federal deadline by December of next year. He thanked the members of this Board for approving the change order with NJ TRANSIT's contractor, Parsons Transportation, last month.

There are still several milestones which NJ TRANSIT's contractor Parsons Transportation must meet and additional steps needed before full implementation. Throughout the intervening months, NJ TRANSIT will be monitoring the tasks closely to ensure the timeline is being met. They will continue to provide regular updates to the Board and to the public outlining the work they have accomplished to date.

Executive Director Santoro introduced Eric Daleo to provide a status report on PTC as well as more specifics on the pathway toward meeting that federal deadline.

Eric Daleo thanked the Chairman and members of the Board for the opportunity to continue the dialogue on Positive Train Control, or PTC as it is commonly known. Back in December, they presented a broad overview of the PTC project, its scope and how NJ TRANSIT anticipates meeting the challenges ahead. Last month, staff returned to seek additional contract authorization that will allow NJ TRANSIT to maintain the project's forward momentum.

Mr. Daleo said he would highlight progress to date and specifically call attention to three critical areas: first, the prototyping and production of vehicles; second, the demonstration area; and finally, NJ TRANSIT's continued focus on the timing of key milestones to ensure an operational PTC system by the December 2018 deadline to meet the federal mandate.

One of the most critical elements in the implementation of a PTC network is the development of vehicle prototypes and the retrofitting of the fleet. PTC vehicles are dependent on intraoperative communications. This means that track, vehicles and the

Rail Operations Center speak to each other; continually informing one another of speed and location.

This information exchange network requires the design, fabrication and testing of the PTC communications equipment and supporting software. NJ TRANSIT is committed to deploying this communications equipment and supporting software on the fleet with all deliberate speed, but that deployment must also be responsibly completed. For NJ TRANSIT, that means an emphasis on quality assurance and due diligence, all of the planned equipment and software installed in a prototype vehicle to see how it works in the real world first. And, it is not simply one prototype, but they have identified 10 different rail cars and locomotives that will be operating within NJ TRANSIT's PTC system, so NJ TRANSIT needs to build 10 different prototypes for testing. Once successful prototypes have been developed, they can take the proven communications technology and software and retrofit it into each of the 440 vehicles that will be in service; NJ TRANSIT's "production" phase.

The vehicle retrofitting runs concurrently with the development of prototypes, so the process is always in motion. There are several individual steps to the production queue and six of the most significant are featured on the slide. And, retrofitting a vehicle can take approximately two weeks.

NJ TRANSIT's contractor, Parsons Transportation, is responsible for the major sections of this work as they, and their sub-contractor Alstom, are developing the communications technology. On NJ TRANSIT's side, they are managing the process of removing vehicles from, and returning them to revenue service after they've been retrofitted, with as little impact on schedule and customers as possible.

The next slide showed a few photos of the retrofit process on a prototype rail passenger car recently underway on NJ TRANSIT vehicles. The effort actually requires technicians to crawl in, around and even under the vehicle to open panels, remove equipment, trace wires and cables and then reassemble it. The technicians must also determine that the equipment they are removing or relocating, to make room for the new PTC communications devices, will not affect the vehicle's operation. So, not only are they required to completely understand how their new technology work, they must also know how the rail vehicle functions so as not to compromise its utility. This is a time consuming, highly detailed job for which there are no short cuts or alternatives. And, keep in mind that once they have successfully built and tested 10 different vehicle prototypes, Parsons and Alstom will be responsible to do it again and again; 430 more times to be exact.

Eric Daleo spoke before about the need for responsible system deployment. As part of their due diligence, testing the new PTC communications technology would not be possible without an appropriately equipped section of track. By the fall of 2017, NJ TRANSIT will have a section of track properly outfitted with the infrastructure necessary to facilitate communications between a prototype vehicle and the Rail Operations Center. Mr. Daleo noted the juxtaposition of labor illustrated on the slide. On one side, PTC is high-technology and software development. On the other, its track

work, trenching, laying cable and installing radio antennae. PTC at NJ TRANSIT is taking shape both in the lab and the field.

The next slide showed the Demonstration Area; how it works and its complexity. Another important part of NJ TRANSIT's due diligence commitment, the Demonstration Area is actually a six-mile section of the Morristown Line on which they have installed transponders, signals and radio towers that will enable a PTC prototype vehicle to communicate its speed and location to the Rail Operations Center. It allows for a real-world, real-time shakedown of the new technology and software. The Demonstration Area is a controlled environment where they can work out the bugs in the system, before deploying 440 retrofitted vehicles

The last major area of focus was the Key Milestones NJ TRANSIT has identified with Parsons and their sub-contractor Alstom that must be met in order for NJ TRANSIT to meet the federally-mandated PTC completion date of December 31, 2018. On the slide was an adaptation of the PTC dashboard that appears on the Federal Railroad Administration's (FRA) web site. Every rail property in the country that is implementing a PTC program reports quarterly progress in these specific areas to the FRA. The FRA, in turn updates this dashboard to show what's advancing. But, in order to better illustrate the pace of change for the presentation, the dashboards have been condensed into six month projections through the end of 2017.

As a side note, the FRA's dashboard's layout helps to underscore one of the implementation challenges unique to NJ TRANSIT. Unlike many other properties, NJ TRANSIT's propulsion is not just locomotive-based, but also has passenger cars that pull or push trains. So even though the first category is called Locomotives, NJ TRANSIT is putting PTC technology in many other types of vehicles.

Currently on the FRA web site, NJ TRANSIT's dashboard reflects what has been done as of September 30, 2016. NJ TRANSIT has installed four percent of their radio towers, and they were in the Demonstration Area.

The FRA's website will soon be updated with the next reporting period, which will reflect what's been cumulatively accomplished from September to December 2016. When updated, NJ TRANSIT anticipates the FRA dashboard to look like the slide. NJ TRANSIT has acquired the necessary radio spectrum. That is an important achievement as without ownership of an exclusive radio spectrum, they would not be able to broadcast communications between vehicles, track and the Rail Operations Center without interference. Exclusive radio spectrum is vital to the efficient operation of PTC.

Looking ahead, based on NJ TRANSIT's implementation plan, the June 2017 FRA dashboard should show progress in milestones for which NJ TRANSIT's contractor Parsons is responsible. NJ TRANSIT's agreement with Parsons specifically contemplates an increase in the pace of development and implementation which will start paying off as the retrofitting of vehicles, installation of radio towers and employee training, which is a shared task with NJ TRANSIT, pick up speed.

Note that, for purposes of the adapted FRA dashboard, NJ TRANSIT anticipates the Spectrum milestone will have changed to a check mark, a full circle indicating completion, and will now be listed as available. The grey box indicates that the remaining task is approval of the spectrum acquisition by the FCC. That is a regulatory step which makes the spectrum officially available for use and NJ TRANSIT does not anticipate any delay in its completion.

By December 2017, NJ TRANSIT projects, based on the project implementation plan, progress well underway as previously discussed milestones continue to advance. By this point, NJ TRANSIT expects Parsons to have retrofitted more than a third of NJ TRANSIT's rail fleet. This will be the product of having implemented a second production shift at their retrofitting facility. Almost three-quarters of radio towers will have been installed, and more than half of the appropriate employees will have received PTC training.

In the period between December 2017 and December 2018, NJ TRANSIT's plan contemplates full completion of the federal implementation mandate, including: a fully equipped vehicle fleet; each of NJ TRANSIT's 11 track segments completed; radio towers across NJ TRANSIT's system installed; the training of 1,100 of NJ TRANSIT's employees who will be charged with operating the system; all 326 of the route miles in service; the submission of a PTC safety plan to the FRA; and full availability of spectrum necessary to support NJ TRANSIT's system. As Chairman Hammer and Executive Director Santoro have both described and made clear, full system-wide PTC implementation is one of the agency's highest priorities. All of those on the dais, staff in this building, forces in the field, and NJ TRANSIT's contractor Parsons are each committed to every aspect of this implementation plan.

Eric Daleo noted Chairman Hammer requested periodic updates on the status of NJ TRANSIT's progress and in future presentations to the Board, staff will show where the changes are taking place and what remains to be done. At this point, however, Mr. Daleo said they hope that they have provided a clear picture of their achievements to date and expectations for the rest of the year and beyond.

Executive Director Santoro noted when it comes to mobile ticketing options, NJ TRANSIT has been an industry leader. NJ TRANSIT's MyTix feature and the mobile app have been models that other agencies look to for best practices. While they are leading from the front on the mobile platform, they are not resting on their laurels. MyTix is becoming the premiere choice for customers to purchase tickets and passes which is proven by its ever expanding popularity. NJ TRANSIT continues to look for ways to make the experience even better and to add additional features. Executive Director Santoro noted NJ TRANSIT is preparing to unveil the next rollout of upgrades to the mobile app and mobile ticketing and introduced Chief Information Officer Michael Slack and his team to explain some of what customers can expect.

Michael Slack provided a brief update on NJ TRANSIT's MyTix mobile ticketing program. The MyTix program was first launched in April 2013 and has steadily become the ticketing option of choice by many of NJ TRANSIT's customers. This app was born from a customer focus group from the Pascack Valley line. NJ TRANSIT listened to

their ideas and recommendations and adopted the same in the first release of the app. This group of customers volunteered to work with NJ TRANSIT's Information Technology Point of Sale group on their own time and from the start were instrumental in the design of the MyTix app that customers enjoy today. The Pascack Valley focus group should be proud that their contribution has resulted in an app that leads the nation in ticket purchasing mobility for customers. Michael Slack introduced Gene McManus, the Director of the Information Technology Point of Sale group. Gene's career has been focused on being an advocate for better ticket solutions for NJ TRANSIT's customers. He will share some of the MyTix metrics that demonstrate that the adoption of this mobile app has well exceeded any of their expectations.

Gene McManus said the MyTix mobile ticketing application was integrated into the much broader NJ TRANSIT mobile app which includes MyBus, Departure Vision, train schedule, trip planner, contact us, police department connectivity, and MyTix alerts. The bundling of these different applications has provided NJ TRANSIT's customers with a much more positive experience. As a practice they listen to the feedback that NJ TRANSIT's customers share in the app, and based on this feedback, one of the newer features in the NJ TRANSIT mobile app is the option to seamlessly purchase tickets from train schedules.

Mr. McManus provided an update regarding the growth within the mobile ticket application. The first area was customer app usage. As of December 2016, there were 1,171,398 customer accounts that used the MyTix application to purchase and display their tickets and passes. This number represents a 51 percent growth over the past year. There has been a consistent and rapid growth of customer accounts from the program launch to present. The second program metric, he shared was data regarding MyTix sales. The ticketing app has now sold over 21 million tickets to date. As of December 2016, MyTix exceeded the 1.1 million tickets per month mark. This number represents a 45 percent growth over the past year. There has been consistent and rapid growth of ticket sales since the program launch. In summary both the number of customer accounts and ticket sales demonstrate an increasing base of customer acceptance of this popular ticketing program.

When MyTix is compared to ticket vending machine and ticket office machine sales, it is clear that MyTix has become the ticketing option of choice for many of NJ TRANSIT's customers. MyTix accounts for 31 percent of all ticket sales. The MyTix market share will continue to grow as they add more functionality, app enhancements, and ticketing options. The MyTix growth is further supported by the rapid increase in smartphone usage by NJ TRANSIT's customers. Mr. McManus introduced Kelly Barnes, a manager in the Information Technology Point of Sale group. She is NJ TRANSIT's MyTix Program Manager and would provide an update as to what are some of NJ TRANSIT's next steps with the MyTix program.

Kelly Barnes said building on this successful program, NJ TRANSIT has continued to add functionality and enhancements to the mobile app. In the upcoming app release NJ TRANSIT will offer three new bus ticketing options: one way intrastate, ten-trip discount, and roundtrip tickets. NJ TRANSIT will also incorporate new payments methods such as Apple Pay and Android Pay. A very noticeable change will be the

new, modern look and feel of the app. This new look comes with an interactive home page that will allow customers quick access to their tickets and other MyTix features while simultaneously providing bus and train information right on the home screen.

As they continue to listen to NJ TRANSIT's customers, following the next planned app release NJ Transit will turn its attention towards enhancing the app with the following: special ticketing promotions such as student ticketing and beach packages, joint ticketing options, additional light rail ticketing options, bus and light rail schedules, the inclusion of ticket options that can only be purchased on board heavy rail, incentive programs, transit alerts and advisories, periodic updates to the look and feel, as well as other app enhancements.

Ms. Barnes shared a brief video revealing the new look and added functionality of the upcoming mobile app.

Michael Slack said they were looking forward to sharing these exciting changes with NJ TRANSIT's customers. As stated earlier, current ticket sales through December 2016, which was a three-year period of time, they have sold over 21 million tickets. The current forecast for the 2017 calendar year is that NJ TRANSIT will sell over 15 million tickets in one year with the mobile ticketing app. MyTix continues to meet NJ TRANSIT customers' expectations.

Executive Director Santoro thanked Mr. Slack, his team, and everyone else at NJ TRANSIT who has been involved in the exciting history of MyTix and its huge growth.

Executive Director Santoro said another one of his priorities since taking on the role of Executive Director was to look at the way NJ TRANSIT communicates with customers to find areas where we can improve. That's why last month, Dennis Martin discussed, not only NJ TRANSIT's communication efforts, but also the ways in which they act upon customer feedback. NJ TRANSIT's outreach efforts include the website, social media, My Transit email and text alerts, the mobile app, departure vision, customer service ambassadors, PA announcements and on-board announcements.

During the recent Nor'easter which took down PSE&G electrical wires across the Northeast Corridor, NJ TRANSIT proactively opened the Emergency Operations Center (EOC) well in advance of the height of the storm. This allowed each of the operating lines, police, customer service and public information to be in the same room sharing information, and put NJ TRANSIT in a state of readiness to deal with the uncertainties a storm can bring.

NJ TRANSIT's management team received informational briefings from the EOC on a regular basis throughout the storm and the resulting service disruption. This allowed the operating lines and the management team to maintain situational awareness even though they could not control the effects of Mother Nature or the repair efforts of PSE&G and Amtrak.

By staying apprised of the situation, they were able to make a number of decisions on the things they could control, such as running shuttle service between New York and

Secaucus, moving supplemental equipment as needed to help alleviate crowded stations and coordinating with Amtrak to take some of NJ TRANSIT's customers. Throughout this process, they were aware that customers were enduring lengthy commutes. They utilized all of the communications channels described earlier and sent out a picture of the damage through social media to allow customers to see the extent of what they were all facing.

However, when NJ TRANSIT examined customers' feedback from the storm, they could see that customers want even more communication. And so they plan to take a deeper dive into what NJ TRANSIT customers' expectations are and how staff can further improve the communications during a service disruption. That's why Executive Director Santoro is putting together a customer focus group with the goal of taking a closer look at the issues behind the customer feedback.

As part of this effort to engage NJ TRANSIT's customers, they we have also reinstated the "We Are Listening" sessions throughout the state. Executive Director Santoro attended the first of these sessions on January 26, 2017 in Camden. These forums are an opportunity for NJ TRANSIT's management team to gather where their customers are and hear directly from them.

These sessions will continue through the end of March, making stops in Secaucus, Hoboken, the Port Authority Bus Terminal, Trenton, Penn Station New York and Atlantic City. Executive Director Santoro encouraged customers to attend the event which is most convenient for them and let NJ TRANSIT know how they are doing. All of the input received helps to make NJ TRANSIT the best it can be.

For example, they listened to customer feedback regarding on-time performance of weekend bus service on lines utilizing Boulevard East in Hudson County in and out of the Port Authority Bus Terminal in New York. They were able to identify an issue with schedules not matching the real world run times of these buses and were able to make the correction. As a result, weekend on-time performance of bus routes 165, 166 and 168 jumped from 73.1 percent in October 2016 to 94.1 percent in January 2017. By making adjustments like this, customers have a better sense of when their bus is coming and when they will arrive in New York or back to their homes.

The cornerstone of NJ TRANSIT's success lies with their unyielding commitment to safety. As part of that continued focus, they are embarking on a new safety blitz aimed squarely at educating NJ TRANSIT's customers. The day before, they kicked off this effort which partners NJ TRANSIT's Office of System Safety with Rail Operations and the New Jersey Transit Police Department.

On a bi-weekly basis, teams will be visiting crossings and stations, which they believe are trouble spots, during morning and evening rush hours to remind customers, drivers and the general public of the safety precautions they need to take in and around grade crossings. The goal of this program is to prevent loss of life or injury and to continually keep safety in the forefront of everyone's mind.

**Action Items**

**1702-04: NJ TRANSIT RESILIENCE PROGRAM – REPLACEMENT OF RARITAN RIVER DRAWBRIDGE PROJECT: AMENDMENT TO CONSULTANT CONTRACT FOR PHASE II – PREPARATION OF FINAL PLANS, SPECIFICATIONS, AND ESTIMATES**

Executive Director Santoro introduced Eric Daleo, Assistant Executive Director, Capital Planning and Programs, who presented Action Item #1702-04 for approval.

Eric Daleo recommended approval of Item #1702-04, NJ Transit Resilience Program – Replacement of Raritan River Drawbridge Project: Amendment to Consultant Contract for Phase II – Preparation of Final Plans, Specifications, and Cost Estimates. Approval was requested to amend NJ TRANSIT Contract No. 15-044 with Hardesty & Hanover/Gannett Fleming Joint Venture of Newark, New Jersey, to provide consultant services for Preparation of Final Plans, Specifications, and Estimates for the Replacement of the Raritan River Drawbridge Project at a cost not to exceed \$17,753,725, plus five percent for contingencies, for a total authorization of \$28,490,455, subject to the availability of funds.

Board Member Flora M. Castillo moved the resolution, Board Member James C. Finkle, Jr. seconded it, and it was unanimously adopted.

**Roll Call Vote:**

Hammer	LeBoeuf	Longo	Castillo	Finkle	Greaves
Yes	Yes	Yes	Yes	Yes	Absent (Non-Voting Member)

**1702-05: HVAC ROOF-TOP UNIT REPLACEMENTS AT HILTON, HOWELL, ORANGE AND WASHINGTON TOWNSHIP BUS GARAGES: DESIGN/BUILD CONSTRUCTION CONTRACT AWARDS**

Executive Director Santoro introduced Michael Kilcoyne, Vice President and General Manager, Bus Operations, who presented Action Item #1702-05 for approval.

Michael Kilcoyne recommended approval of Item #1702-05, HVAC Roof-Top Unit Replacements at Hilton, Howell, Orange and Washington Township Bus Garages: Design/Build Construction Contract Awards. Four separate contracts were advertised for the HVAC equipment roof-top units. Awards could have been made to as many as four separate contractors. When the bids were opened, Epic Mechanical, Inc. was the low bidder on all four contracts.

Approval was requested to enter into NJ TRANSIT contract No. 14-055X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Hilton Bus Garage’s HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,538,650.00, plus five percent for contingencies, subject to the availability of funds.

Approval was also requested to enter into NJ TRANSIT contract No. 14-056X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Howell Bus Garage’s HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,628,875.00, plus five percent for contingencies, subject to the availability of funds.

Approval was also requested to enter into NJ TRANSIT contract No. 14-057X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Orange Bus Garage’s HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,406,196.60, plus five percent for contingencies, subject to the availability of funds.

Approval was also requested to enter into NJ TRANSIT contract No. 14-058X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Washington Township Bus Garage’s HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,673,051.10, plus five percent for contingencies, subject to the availability of funds.

Board Member James C. Finkle, Jr. moved the resolution, Board Member Anthony Longo seconded it, and it was unanimously adopted.

**Roll Call Vote:**

Hammer	LeBoeuf	Longo	Castillo	Finkle	Greaves
Yes	Yes	Yes	Yes	Yes	Absent (Non-Voting Member)

**1702-06: CONTRACTING OUT: BERGEN COUNTY LOCAL BUS SERVICE EXTENSION**

Executive Director Santoro introduced Dennis Martin, Vice President and General Manager, Light Rail and Contract Services, who presented Action Item #1702-06 for approval.

Dennis Martin recommended approval of Item #1702-06, Contracting Out: Bergen County Local Bus Service Extension. Approval was requested to extend the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to operate eight routes in the Bergen County area for an 8-month period from March 12, 2017 through November 11, 2017 at a total cost not to exceed \$4,498,490, plus five percent for contingencies, subject to the availability of funds.

Approval was also requested to exercise a 3.5-month option to the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to continue to operate eight routes in the Bergen County an additional 3.5-month period from November 12, 2017 through February 24, 2018 at a total cost not to exceed \$1,869,469, plus five percent for contingencies, subject to the availability of funds.

The combined contract extension cost with the option period is not to exceed \$6,367,959, plus five percent for contingencies.

Board Member James C. Finkle, Jr. moved the resolution, Board Member Lisa Leboeuf seconded it, and it was unanimously adopted.

**Roll Call Vote:**

Hammer	LeBoeuf	Longo	Castillo	Finkle	Greaves
Yes	Yes	Yes	Yes	Yes	Absent (Non-Voting Member)

**1702-07: GENERAL OFFICE BUILDING ROOF REPLACEMENT PROJECT – PHASE 2: CONSTRUCTION CONTRACT AWARD**

Executive Director Santoro introduced Dennis Martin, Vice President and General Manager, Light Rail and Contract Services, who presented Action Item #1702-07 for approval.

Dennis Martin recommended approval of Item #1702-07, General Office Building Roof Replacement Project – Phase 2: Construction Contract Award. Approval was requested to enter into NJ TRANSIT Contract No. 16-028X with Jottan Inc., of Florence, New Jersey, for the General Office Building Roof Replacement Project – Phase 2 at a cost not to exceed \$3,028,990.92, plus five percent for contingencies, subject to the availability of funds.

Board Member Flora M. Castillo moved the resolution, Board Member James C. Finkle, Jr. seconded it, and it was unanimously adopted.

**Roll Call Vote:**

Hammer	LeBoeuf	Longo	Castillo	Finkle	Greaves
Yes	Yes	Yes	Yes	Yes	Absent (Non-Voting Member)

**Public Comments on Other Matters**

There were 14 public comments. Chairman Hammer noted representatives for Residents Against Giant Electric (RAGE) and Mr. Graddy had returned and since they have appeared several times, he would appreciate receiving new information and not repeating the same information the Board has already heard. He noted two speakers for each group would each have five minutes to speak and any additional speakers for the groups would have two minutes each to speak.

**Tim Sevener** is a resident of Mount Tabor and a member of the New Jersey Association of Rail Passengers. He believes the best investment is to run the rail lines they already have. Mr. Sevener said they never are faced with trying to drive down an

interstate road that is closed because there are major investments in interstate highways which pay off the most, the more they are used. He believes the same principle applies to NJ TRANSIT rail lines and the capital costs such as maintaining the rails, train stations, parking lots, and keeping sidewalks safe during snowstorms. Mr. Sevenser said as an "incidental rider" who has taken the train every day to New Jersey, instead of New York, since 1996, he does not understand why NJ TRANSIT has been axing existing train service on very expensive rail lines repeatedly since 2006.

Mr. Sevenser said 12 stations, serving Morris County towns, have had 100 train stops cut in the eastbound direction and 121 in the westbound direction. This does not make sense to him since there are already rail lines. He asked what was needed to get service back to the 2008 level, which he thinks could be improved as well. Mr. Sevenser said the result has been a huge drop in green transit mobility within New Jersey since all cuts have been to Hoboken which provides access to the hopefully soon to be extended Hudson-Bergen light Rail, the PATH, and the newly rebuilt ferry slips.

Mr. Sevenser complained about the lack of service on the existing Boonton Line and Gladstone Branch. He said he volunteers in Bloomfield starting at either 11:00 a.m. or 1:00 p.m. and he should be able to get on a Boonton Line train directly from Denville, yet there are only two direct trains to Bloomfield from Denville eastbound. Mr. Sevenser said going back there are more options but there are two hour gaps in service. He questioned why they don't run the Boonton Line. Mr. Sevenser said Boonton is becoming an arts and craft center and they have a vital main street, and all the towns' main streets along Morris County would benefit by having real train service.

Mr. Sevenser expressed concern about the level of service to Montclair State University. He said a professor he knows cannot take the train because there is not service in the afternoon. Mr. Sevenser questioned why train accessibility was not provided for students. He said most students do not want to have cars and need to travel on the Boonton Line west of Montclair State.

Mr. Sevenser mentioned prior statements by the Lackawanna Coalition about pitiful Gladstone service when there are more than three hour gaps in service eastbound between 5:00 to 8:00 p.m. He said he has been at the Summit Train Station many times and watched hundreds of people board Gladstone bound trains. Mr. Sevenser said that means NJ TRANSIT has a potential huge ridership that would want to go east, possibly to New York City for a Broadway show, Hoboken, or Jersey City. He questioned why there was a three-hour gap in service.

Mr. Sevenser said the major investment NJ TRANSIT should make is not just the double decker trains to midtown, which is only focuses on peak hour service, but also they need shorter two to three car train EMU units more frequently. He also suggested building the sidings for the Gladstone Branch. Mr. Sevenser does not believe this would be a huge construction cost, yet it would allow them to optimize existing rail lines.

**David Peter Alan** said he is a person who depends on transit for mobility, like Mr. Sevenser, and he is also an incidental rider. Mr. Alan was going to cover some of the service issues for the Lackawanna Coalition, but said Mr. Sevenser did it for him.

Mr. Alan remembers half hourly midday service on the Morris and Essex Line, hourly weekend service to Hoboken, and more service on Montclair Boonton.

As riders become older, Mr. Alan said they will be using transit more and as more move into Transit Oriented Developments around these stations, they will use transit more. He said they will need this service and they are prepared to work with NJ TRANSIT to make sure it is implemented, especially when change comes to Trenton in less than one year.

Mr. Alan said he was saddened to hear about the death of Jack McDougal, a member of the Lackawanna Coalition for more than 20 years, as well as a member of the New Jersey Association of Railroad Passengers and the Raritan Valley Rail Coalition. He said Mr. McDougal was the only person to belong to all three organizations. Mr. Alan said Mr. McDougal was a strong advocate for rail in west New Jersey and his last project was an effort to bring rail back to Flemington.

Mr. Alan said since the last time the Board met, he appeared at two meetings. The first was the organizational meeting of the Gateway Program Development Corporation, and the other was a hearing held in Bergenfield by the Senate Oversight Committee regarding the Port Authority's capital program. He said he called for more active participation by the riding community at the Gateway Development Corporation meeting. Mr. Alan said 20 years ago, he was a member of the Regional Citizens' Liaison Committees for the original ARC Project and the Portal Bridge Project. He said they had a chance to provide their input and right now they essentially do not and that is unacceptable. Mr. Alan said he was reporting this to NJ TRANSIT, not blaming them for it.

Mr. Alan said NJ TRANSIT was ably represented at the Bergenfield hearing by Paul Wyckoff, Michael Kilcoyne, and Rich Roberts, but they left as soon as their presentations were over so Mr. Alan wanted to recap what he said because it was pertinent. With respect to the Port Authority, Mr. Alan said he reviewed the 107-page capital document and on page 46, they do not know if the \$2.7 billion they pledged to Gateway would go to repayment of principal, or merely interest. He said on page 82, the last paragraph states that costs can change for the projects, which he believes questions the credibility of the entire report. Mr. Alan said they know about cost overruns because the new PATH station downtown was budgeted to cost \$2 billion, but it cost \$4.2 billion with the overrun exceeding the budgeted cost. He believes if the Port Authority had put that money towards a tunnel, they could have paid for an entire tunnel into Penn Station, or half of two tunnels. Mr. Alan believes that is the mobility that they need, not big monuments.

Mr. Alan said they know the Port Authority has their own priorities, and they understand there is a need for an improvement around the Bus Terminal because so many of their riders depend on it. He can't say the same for the airport extension and does not believe it makes much sense. Mr. Alan believes it makes sense to run shuttle buses like the old 302 "Airlink" which is like today's GO28. He believes the capital cost of running buses is zero and the money saved could be put towards the tunnels they need.

Mr. Alan said they need to rely on themselves in the coming years because the rural people who voted for the Trump Administration and the Republican Senate into office do not ride transit and are not as concerned as they are about New Yorkers and New Jerseyans. He said Amtrak does not need Gateway for their riders but NJ TRANSIT's riders need additional capacity. Mr. Alan said it was time for all of them, the Board, management, and riding advocacy community, to prepare for the next year when there are changes in Trenton. He said they will need funding from Trenton for their operations, which have been starved for years, and for capital projects that will actually benefit their riders. Mr. Alan said they were there to help and look forward to cooperating with NJ TRANSIT in the future on these projects.

**Joseph Clift** noticed the HVAC contract only had two bidders. He said there was something going on with NJ TRANSIT's procurement process. Mr. Clift believes HVAC should be generic enough to get more than two bidders and the more bidders, the better the price. He noted the snow storm predicted for the next day and said he hopes NJ TRANSIT runs full service, not modified weekend service.

Mr. Clift said with regards to PTC, he was overwhelmed by the amount of work that still needs be done during the next 22 months. He suggested NJ TRANSIT go back to the new administration at DOT and ask for an intelligent extension. Mr. Clift said during Amtrak's testimony they said they were doing design, build, and installation all at the same time, which means more money is spent. He believes a more methodical role out would save money and get the job done.

Mr. Clift said if there are 10 types of equipment, NJ TRANSIT should get a waiver on the Arrows, which will be out in five years. He thinks it would be foolish to equip 40-year-old equipment for a five-year extension. Mr. Clift also suggested if there are old locomotives in the fleet that would be changed out within the next five years, not to equip them with PTC to save money and he does not believe there is a safety issue. He reiterated that he was overwhelmed by the amount of work to be completed within the next 22 months. Mr. Clift thinks it is a great effort, but the date is artificial and it would be useful to get some relief by the new administration.

Mr. Clift said he saw the West End Concourse on Saturday and NJ TRANSIT does not have access to tracks 5 through 12, even though it is basically finished. He noticed step ladders used for ceiling work. Mr. Clift said the Long Island Railroad gets peak period service twice a day, which is four hours in the morning and four hours in the evening, five days a week. He said if they have to complete additional work they do the work during the rest of the time. Mr. Clift believes NJ TRANSIT should get the same thing. He knows they have not put any money into it but said it was taxpayer money, and mostly federal money. Mr. Clift believes there ought to be some way out of the current situation. He said when the train arrives, the stairway is gated and they have to walk up three cars to the next exit and there is a waiting line. Mr. Clift said it is there and they need to make it available for NJ TRANSIT customers.

Mr. Clift said he raised issues at the Administration Committee meeting. He said Portal North Bridge is fully designed for two tracks, but the original was three tracks. Mr. Clift does not know who changed it, but he thinks if it was four tracks, they would only need

one Portal Bridge and would save money. He said they do not have the money for the first bridge, so he requested to modify the Portal Bridge design to four tracks and build one single bridge to save money.

Mr. Clift said the budget to date through November or December was \$35 million short on passenger revenue. He said that is just expanding out to 12 months and recommended the Board ask staff for a 12 month forecast for passenger revenue through the end of the year so staff can provide an intelligent approach to dealing with the shortfall. Mr. Clift said right now they only report year to date and the reason they collect information along the way is so they can forecast to help them manage better.

**Murray Bodin** discussed how change is incredibly difficult. He believes money should not be spent on Positive Train Control because it is useless. Mr. Bodin said the truck in the Berlin Christmas Market was stopped due to the automatic stop put on all heavy duty trucks in the European Union in 2011. He said the Positive Train Control infrastructure has to be maintained, built, is outdated and does not work everywhere. Mr. Bodin questioned how to stop doing something that does not make sense anymore. He suggested using the automatic stop technology used in cars and said putting this in trains and mapping the track would stop the train before it hit a person. Mr. Bodin suggested building it into the locomotive incrementally and that would result in not having to test all of them before implementing them. He said the world is incredibly different than it was five years ago, and suggested someone looking into how to stop wasting a lot of money on Positive Train Control.

**Joe Barbato** said he was the Controller at Saddle River Trails, a privately owned bus company in Wallington, New Jersey. Mr. Barbato said the Request for Proposals (RFP) for Board Item 1702-06 Bergen County Local Bus Service Extension reached the Best and Final Offers between Saddle River Trails and Community Transportation. He said this means there was a statistical tie in the technical capability and costs so they went back to the two finalists for a lower cost.

Mr. Barbato said Saddle River Trails was the lowest and received the recommendation of award letter so they began to make preparations. He said about six to seven weeks later, they were notified that Community Transportation put in a request for reconsideration procedure because they felt deprived of a complete opportunity during the technical portion to score higher. Mr. Barbato said the letter of reconsideration was granted and then Saddle River Trails was informed. He said Saddle River Trails then put in their own letter for reconsideration, which was recently denied.

Mr. Barbato said the details of the Board Item upset him. He said the outcome of the bid was NJ TRANSIT's Procurement Department agreed there could have been or was a mistake made or irregularity and therefore they would rebid it sometime in the future. Mr. Barbato said meanwhile Community Transportation would enjoy running the service again for the entire time. He said the dollar amounts were what upset him because had the award to Saddle River Trails been maintained, the amount to operate the service for the period of time stated was almost \$900,000 less. Mr. Barbato said even if they agreed the proper remedy for reconsideration was to rebid sometime in future, which he did not, he did not understand why Community Transportation was granted a free

extension while this time elapsed and why it would be at \$900,000 higher. He believes it is not reasonable for NJ TRANSIT to turn over \$900,000 more to operate the service.

Board Secretary Zuczek noted the next speakers were from Residents Against Giant Electric (RAGE) and reiterated Chairman Hammer's instructions regarding two speakers having five minutes each to speak and all others having two minutes each to speak. Chairman Hammer reiterated his request for new information.

**Kin Gee** noted Murray Bodin spoke about how to stop a bad decision and change. He said in a lot of ways the JCP&L project was stuck in the same mode. Mr. Gee said the project to build a 10-mile-long 230,000-volt transmission line using NJ TRANSIT's right-of-way from Aberdeen to Red Bank in Monmouth County was approved back in 2012 and makes absolutely no sense, however, the project has new life and keeps going on with the momentum.

Mr. Gee said he would only give updates regarding what occurred during the last 30 days or so. He said the petition was before a judge in a legal proceeding. Mr. Gee said since the first week in January, there has been expert testimony from two independent experts that there are cheaper, viable, and a lot less invasive options than building a 230,000-volt transmission line. He said the use of electrical devices that prevent voltage collapsing costs 25 percent less than the project and are a lot less invasive. Mr. Gee said during the expert testimony, they also proposed an alternative route that is shorter and has the distinct advantage of disturbing no existing homeowners during construction. He said it only passes a few abandoned townhomes for 1,200 feet.

Mr. Gee said on January 18, 2017 Congressman Pallone sent a letter to JCP&L's President requesting they withdraw their petition. He said on January 21, 2017, former Ambassador Phil Murphy announced "this project is not only dubious in the impact it would have on our communities and environment, but questionable in its efficacy and claims of resiliency."

Mr. Gee said on January 25, 2017, Judge Cookson held a public hearing in an auditorium with a capacity of 756 people and it was filled within 20 minutes. He said there was a cafeteria for overflow with a capacity of 520 people that filled and outside there was a quarter mile line of people, that Middletown Police estimated to be 2,500 people, on a cold winter night. Mr. Gee said the mere fact that there were 2,500 people lined up by itself makes a pretty strong statement in opposition of the project.

Mr. Gee noted the past Monday, they were asked to provide testimony as part of the New Jersey Senate's Economic Growth Committee in Trenton. He said they made their presentation and public comments were made. Mr. Gee said Jeff Tittel, the Director of New Jersey Sierra Club noted during his public comments that the construction of these monopoles would limit and restrict NJ TRANSIT's ability to expand and modernize the railroad operation in the future, especially when the right-of-way is only 100 feet on the North Jersey Coast Line and they propose to put 10 foot poles in a strip that is 15 feet wide on either edge. Mr. Gee said he hopes to provide more updates in the future.

**Rachel Kanapka** said over the past six months they have shared a lot in bits and pieces about the power line project and they keep returning back because they know NJ TRANSIT can help them stop it. When they first heard about the project last summer, she said they realized very quickly that NJ TRANSIT was the key. Ms. Kanapka said NJ TRANSIT can say no to the project and then it will not happen.

Ms. Kanapka said through their research, they realized JCP&L was misleading them. She said contrary to what JCP&L was saying in their marketing, electricity consumption in the state was going down, not up. Ms. Kanapka said despite the claims on JCP&L's website about this project bringing them more reliable power, they found out it actually would not help at all to prevent big outages like Hurricanes Irene or Sandy and it would not stop their regular outages either. She said they began to realize that as customers they would not feel any benefit of a new line, but would without a doubt feel a burden.

Ms. Kanapka said JCP&L's presentation of the project to the public has been misleading since day one. She said they have not been telling them the full story and they found it out only because they took it upon themselves to dig and do research. Ms. Kanapka said JCP&L was pushing for an unneeded transmission line because of money. She said transmission projects like this one are attractive to utilities because they are profitable more than any other type of utility project. Ms. Kanapka said transmission projects are in a special class of projects for which the Federal Energy Regulatory Commission (FERC) provides financial incentives. She said this is a known handout that has earned the industry nickname FERC candy. Ms. Kanapka said it was suddenly clear why First Energy, a struggling company in Ohio, was trying to find any excuse it could to push a big expensive transmission project through New Jersey; they want the money that comes with it.

Ms. Kanapka said the second big thing they discovered was that they needed to talk to NJ TRANSIT about how bad it would be for NJ TRANSIT, instead of focusing on the devastating effect on residents. She said putting aside the delays and headaches that two years of construction would bring, the extreme safety dangers that accompany this project are where the real risks lie for NJ TRANSIT. Ms. Kanapka noted potential risks included damaged tracks, potential derailments, interference with existing safety equipment and future Positive Train Control equipment, fallen wires and poles, and an increased chance of a terrorist attack. She said these power lines would be a liability for NJ TRANSIT every single minute after they are constructed.

Ms. Kanapka said NJ TRANSIT would assume an astronomical amount of risk if JCP&L convinces them to allow the project to happen. She said no other transportation agency in the country has every allowed something like this. Ms. Kanapka said it would be a one of a kind transmission line, but she was guessing JCP&L did not tell NJ TRANSIT that. She said JCP&L were trying to convince NJ TRANSIT that this project was totally typical, just like they were trying to convince them that they need a new transmission line, but neither are true.

Ms. Kanapka said the reality is that the project is not normal and is not needed, but First Energy stands to make money off the project while the New Jersey residents and NJ TRANSIT will absorb all the danger, risk, inconvenience, and lost value they will bring.

She said JCP&L are trying to pull one over on NJ TRANSIT and the residents of New Jersey. Ms. Kanapka said when you line up the facts, it seems obvious that this is all about profit, not need.

Ms. Kanapka said to add insult to injury, they will pay for it in multiple ways. She said if this goes through, they would pay with their lost property values, then the rate hikes that come afterwards, and they are already paying tax dollars for JCP&L's proposal to be evaluated by the State. Ms. Kanapka said on top of that, the residents are paying out of pocket for a lawyer to represent them in the court proceedings because unlike in 1989 when the project was first proposed and fought by residents, there is no public advocate in New Jersey anymore.

Ms. Kanapka said all of this money and resources were being spent despite the huge missing piece of the puzzle; JCP&L does not have NJ TRANSIT's permission to use the land. She said the situation was similar in 1989. Ms. Kanapka said the 1989 proposal went to the Office of Administrative Law without any permission to use the land. She said last time, the Judge decided if JCP&L did not have a land lease with NJ TRANSIT by the start of the evidentiary hearings, the project would be halted. Ms. Kanapka said the evidentiary hearings for this case start in April and there is a motion in front of the judge for the exact same request that unless JCP&L has NJ TRANSIT's agreement, the project has to be cancelled.

Board Secretary Zuczek said the next group was speaking on behalf of Russell Graddy and it was her understanding that Russell Graddy and Stan Matthews would like to speak last and would each have five minutes and all other speakers would have two minutes to speak.

**John Harris** said he had been there before to speak on behalf of Mr. Graddy, telling them how he helped him personally as a young college dropout, took him into his business, and inspired him to go back college and have a successful career in the financial industry. He told them how he helped and continues to help young people in the community; how he provided jobs in his businesses and the community; and how he provided scholarships using his own money.

Mr. Harris said when he was getting a job with Mr. Graddy 50 years ago, there was a young man, who is in congress today, was speaking out and he said, "We march today for jobs and freedom but we have nothing to be proud of for hundreds have nothing, for hundreds and thousands of our brothers are not here, for they are receiving starvation wages or no wages at all. Our brother James Farmer, along with many others, is also in jail. We come here today with a great sense of misgiving." Mr. Harris said he and Mr. Graddy have been there before and it was taking a long time to come to conclusions here and he does not want to leave that day with any misgivings. He wants to be proud of being there before NJ TRANSIT's Board. Mr. Harris said NJ TRANSIT should do the right thing; it's been many years that Mr. Graddy has been suffering because of what happened.

**Jeffrey Dye**, State President of the NAACP, said he was sickened to have to be there. He said he has known Mr. Graddy all his life; he is 58 and Mr. Graddy is 85. Mr. Dye

said he could not speak better than Mr. Harris regarding what Mr. Graddy has been to their community. He said to see someone at this day and time and age go through what he has been put through by NJ TRANSIT is a travesty and shock to their community to see him tortured like he is with as hard as he has worked in their community. Mr. Dye said Mr. Graddy has provided all these opportunities to kids in the community and been a pillar of their community. He said Mr. Graddy has been in business for 54 years, not to mention what he went through coming from down south to New Jersey to provide opportunities for people in their community. Mr. Dye said for NJ TRANSIT to take his spot back was appalling. He said it was like the civil rights days all over again and it smacks of a civil rights case, racism, and politics.

**Jamie Bland** said they first witnessed Mr. Graddy was misled by NJ TRANSIT with a business deal that turned into a nightmare. She said he upheld his end of the deal while still being humiliating in still paying the lease without being able to be in the building he had a deal to be in. Ms. Bland said he has proven to be a hard working black man that has been humiliated, broken, and treated like an animal. She believes this is basically about human rights. Ms. Bland thinks Mr. Graddy's money was misused by having to spend it on a place he was unable to occupy after a deal with NJ TRANSIT says everything. She said this was terrible but this man continues to live and is an icon in the community. Ms. Bland said they have business and elected officials that look up to him. She said he is their mentor and has been a trailblazer. Ms. Bland said they would like to have justice for Mr. Graddy. She said this looks like a civil rights act along with a human rights act.

**Earnest Rucker** said it was the fourth time he has appeared on behalf of Mr. Graddy. He said it was interesting they were back again while there were no negotiations regarding certain facts. Mr. Rucker said Mr. Graddy expended over \$1 million in this process for fairness. He said Mr. Graddy's property has been stored for over 13 years, still waiting to occupy the new property promised by NJ TRANSIT. Mr. Rucker said Mr. Graddy continued to pay the rent on the new site well after and still did not receive it. He said Mr. Graddy has been positive in his community and Mr. Rucker was proud to stand there fighting for Mr. Graddy because he was the most positive guy in Paterson. Mr. Rucker said they cannot continue this and NJ TRANSIT has an obligation and opportunity to create fairness and close it. He said they need to get away from the good old boy days and correct an ill befallen on a man that has done everything right.

**Reverend Barry Graham** is Pastor in Paterson, New Jersey. He said Mr. Graddy is a stellar member of their community. Reverend Graham said the facts are that deals were made and one side kept up their end and other side did not. He said they live in an age when people have no faith in government, the system, and those put in political positions. Reverend Graham said he still believes that justice triumphs over evil, that right triumphs over wrong, and if you do the right thing, the right thing should come back to you.

Reverend Graham said he has a four-year-old grandchild who was in town from North Carolina for Christmas and after he took her to the store, he was babysitting her and noticed she had made a terrible mess in her room even before they left the house, but because he was in charge, he had to clean it up. Reverend Graham said he knows

most of this occurred before they were on the Board, but they are in charge now and they were asking the Board to clean it up.

**Stan Matthews** said they did not want to be there a fourth or fifth time. He said the facts were clear and the Board can act on certain of these facts now. Mr. Matthews said it was not in dispute that Mr. Graddy paid \$62,000 rent on a leasehold he could not occupy for 28 months. He said he put \$352,000 worth of equipment in that leasehold and that equipment has been in a storage locker somewhere in Atlantic City for 13 years. Mr. Matthews said if anyone had \$350,000 of equipment placed somewhere and did not get it back, they would want it. He said Mr. Graddy has to receive his equipment back.

Mr. Matthews said they have been meeting with Mr. Wyckoff and the Executive Director and he hopes they have apprised the Board that they have been speaking. He said there was no way they could tell him that this agency cannot find out where Mr. Graddy's equipment is and give him fair market value for it today. Mr. Matthews said they know where it is and demanded they have the will and courage to give it back to him.

Mr. Matthews said it was not in dispute that Mr. Graddy invested more than \$950,000 in the Atlantic City Bus Terminal. He said they have the receipts and had given the detailed receipts to Deputy Attorney General Silverman. Mr. Matthews said Mr. Graddy borrowed \$500,000 from the EDA and NJ TRANSIT knows this fact. He said when NJ TRANSIT's agent removed his belongings, that \$950,000 was lost. Mr. Matthews said facts are facts and this has nothing to do with damages or any negotiated items which courts and people of fair will can determine. He said an arbitrator awarded Mr. Graddy the \$62,000 rent he paid, the \$350,000 of equipment that remains in storage, and the \$950,000 in unamortized costs that he invested in the Bus Terminal on NJ TRANSIT's behalf. Mr. Matthews said that \$1.3 million should be paid now.

Mr. Matthews said liars figure, but figures do not lie and anyone in the room would feel the same way. He said they have talked for the last four weeks. Mr. Matthews said he is a rider and citizens, and there are no masters and servants in the meeting. He said there are citizens in the meeting and they feel they have acted as gentlemen and ladies in this matter. Mr. Matthews said they can negotiate on other things but they will not negotiate on the facts. He said there was a Chief Financial Office and attorneys in the room and nothing he has said was in dispute. Mr. Matthews demanded NJ TRANSIT give Mr. Graddy his money now.

**Russell Graddy** said it was his fourth time there and he understands there is an extensive investigation regarding what really happened because they were not there at the time. He said if that investigation has taken place and reported to them, there was nothing for him to say because they know exactly what happened. Mr. Graddy said it started in 1989 and went through 2004 when they finally got him out of the bus station. He said they never wanted him there. Mr. Graddy said he jumped through hoops to stay there until 2004 when they got help to get him out of the bus station. He said he does not know how as human beings, they could sit there and get the facts of what they did and what it cost him mentally, physically and economically.

Mr. Graddy said NJ TRANSIT is a public agency and very powerful. He said he faced the agency in 2007 and said then that they are such a powerful agency that it is difficult for someone like himself to get good representation against them. Mr. Graddy said they should use that power in a proper manner; not to destroy a small African American business that could boast at that time of being successful for 42 years. He said he educated his kids, stayed out of trouble, did everything right, and was three years from retiring. Mr. Graddy said he had a 20-year lease with NJ TRANSIT and he was going to occupy it for 10 years and then give it back and move on. He said however, three years before that, NJ TRANSIT decided it was going to reconfigure the bus station.

Mr. Graddy said after seven years of his 20-year lease, NJ TRANSIT told him to give them his keys and they would store his equipment and relocate him in a new location. He said he believed in them and did that and had to pay his employees for standing on the street, while NJ TRANSIT sent him invoices every month and he tried to maintain the integrity of his business and family. Mr. Graddy said Suzanne Silverman would not let him do that so he went to court and the judge ordered mediation and they independently said to give him \$1.3 million but NJ TRANSIT blocked that. He said NJ TRANSIT offered him \$183,000 and an empty store that needed fixing up or they would go to court and ask for possession of their property, which they did, but he still owed the State \$200,000. Mr. Graddy said all he was asking was NJ TRANSIT look at the facts and do the right thing and make him whole.

### **Executive Session Authorization**

At approximately 11:05 a.m., Chairman Hammer requested a motion to enter Executive Session to discuss personnel matters, contract negotiations, the status of pending and anticipated litigation and matters falling within the attorney-client privilege.

Board Member James C. Finkle, Jr. moved the resolution, Board Member Lisa LeBoeuf seconded it, and it was unanimously adopted.

Board Secretary Zuczek conducted a Roll Call as Board Members returned to Open Session. All Board Members, except Board Member Castillo, returned to open session at approximately 11:57 a.m.

### **Adjournment**

Since there were no further comments or business, Chairman Hammer called for adjournment and a motion to adjourn was made by Board Member James C. Finkle, Jr., seconded by Board Member Lisa LeBoeuf, and unanimously adopted. The meeting was adjourned at approximately 11:58 a.m.

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

**FEBRUARY 8, 2017**

**MINUTES**

	<b>PAGE</b>
➤ <b>CALL TO ORDER</b>	-
➤ <b>SAFETY ANNOUNCEMENT</b>	-
➤ <b>PLEDGE OF ALLEGIANCE TO THE FLAG</b>	-
➤ <b>APPROVAL OF MINUTES OF PREVIOUS MEETINGS</b>	<b>50423</b>
➤ <b>PUBLIC COMMENTS ON AGENDA ITEMS ONLY</b>	-
➤ <b>SENIOR CITIZEN AND DISABLED RESIDENT TRANSPORTATION ADVISORY COMMITTEE REPORT (NEXT SCHEDULED REPORT JUNE 2017)</b>	-
➤ <b>BOARD COMMITTEE REPORTS</b>	-
*Customer Service Committee	
*Administration Committee	
*Capital Planning, Policy and Privatization Committee	
➤ <b>EXECUTIVE DIRECTOR'S MONTHLY REPORT</b>	<b>50424</b>

**ACTION ITEMS**

<b>1702-04 NJ TRANSIT RESILIENCE PROGRAM – REPLACEMENT OF RARITAN RIVER DRAWBRIDGE PROJECT: AMENDMENT TO CONSULTANT CONTRACT FOR PHASE II – PREPARATION OF FINAL PLANS, SPECIFICATIONS, AND ESTIMATES</b>	<b>50466</b>
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Authorization to amend NJ TRANSIT Contract No. 15-044 with Hardesty & Hanover/Gannett Fleming Joint Venture of Newark, New Jersey, to provide consultant services for Preparation of Final Plans, Specifications, and Estimates for the Replacement of the Raritan River Drawbridge Project at a cost not to exceed \$17,753,725, plus five percent for contingencies, for a total authorization of \$28,490,455, subject to the availability of funds.

NEW JERSEY TRANSIT CORPORATION  
NJ TRANSIT BUS OPERATIONS, INC.  
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NJ TRANSIT MORRIS, INC.  
REGULARLY SCHEDULED BOARD OF DIRECTORS' MEETINGS  
FEBRUARY 8, 2017  
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**1702-05 HVAC ROOF-TOP UNIT REPLACEMENTS AT HILTON, HOWELL, ORANGE AND WASHINGTON TOWNSHIP BUS GARAGES: DESIGN/BUILD CONSTRUCTION CONTRACT AWARDS 50471**

Authorization to enter into NJ TRANSIT contract No. 14-055X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Hilton Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,538,650.00, plus five percent for contingencies, subject to the availability of funds.

Authorization to enter into NJ TRANSIT contract No. 14-056X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Howell Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,628,875.00, plus five percent for contingencies, subject to the availability of funds.

Authorization to enter into NJ TRANSIT contract No. 14-057X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Orange Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,406,196.60, plus five percent for contingencies, subject to the availability of funds.

Authorization to enter into NJ TRANSIT contract No. 14-058X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Washington Township Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,673,051.10, plus five percent for contingencies, subject to the availability of funds.

**1702-06 CONTRACTING OUT: BERGEN COUNTY LOCAL BUS SERVICE EXTENSION 50477**

Authorization to extend the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to operate eight routes in the Bergen County area for an 8-month period from March 12, 2017 through November 11, 2017 at a total cost not to exceed \$4,498,490, plus five percent for contingencies, subject to the availability of funds.

Authorization to exercise a 3.5-month option to the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to continue to operate eight routes in the Bergen County an additional 3.5-month period from November 12, 2017 through February 24, 2018 at a total cost not to exceed \$1,869,469, plus five percent for contingencies, subject to the availability of funds.

The combined contract extension cost with the option period is not to exceed \$6,367,959, plus five percent for contingencies.

NEW JERSEY TRANSIT CORPORATION  
NJ TRANSIT BUS OPERATIONS, INC.  
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**1702-07 GENERAL OFFICE BUILDING ROOF REPLACEMENT PROJECT – PHASE 2: 50481  
CONSTRUCTION CONTRACT AWARD**

Authorization to enter into NJ TRANSIT Contract No. 16-028X with Jottan Inc., of Florence, New Jersey, for the General Office Building Roof Replacement Project – Phase 2 at a cost not to exceed \$3,028,990.92, plus five percent for contingencies, subject to the availability of funds.

➤ **PUBLIC COMMENTS ON OTHER MATTERS**

**EXECUTIVE SESSION AUTHORIZATION:** Discuss personnel matters, contract negotiations, the status of pending and anticipated litigation and matters falling within the attorney-client privilege. **50485**

➤ **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 January 11, 2017 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 January 18, 2017;

**NOW, THEREFORE, BE IT RESOLVED** that the minutes of actions taken at the January 11, 2017 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.

Chris Christie, Governor  
Kim Guadagno, Lieutenant Governor  
Richard T. Hammer, Commissioner  
Steven H. Santoro, Executive Director



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

TO: BOARD OF DIRECTORS  
FROM: STEVEN H. SANTORO   
DATE: FEBRUARY 8, 2017  
SUBJECT: EXECUTIVE DIRECTOR'S REPORT - FEBRUARY 2017

Last weekend, a six alarm fire destroyed a large portion of a condominium complex being constructed next to NJ TRANSIT's General Office Building (GOB) and Hilton bus garage in Maplewood. Thankfully, despite the seriousness of the blaze, no NJ TRANSIT employees were injured and the damage to the GOB and the parking deck appears to be minimal at this time. Immediately following the fire, and in an abundance of caution, we hired an industrial hygienist to take indoor air samples of the GOB. The hygienist monitored 21 locations throughout the GOB with a focus on areas with walls closest to the condominium fire and found the indoor air quality was satisfactory and within acceptable air parameters. I want to thank everyone who worked so diligently and quickly to, first and foremost, make sure all of our employees were safe, and then, to take the steps necessary to maintain our operations.

One of my top priorities since becoming Executive Director has been the implementation of PTC and meeting the federal deadline by December of next year. I want to thank the members of the Board for approving the change order with our contractor, Parsons Transportation, last month. That resolution helps us to meet our goals for this project. Throughout the intervening months, NJ TRANSIT will be monitoring the tasks closely to ensure the timeline is being met. We will continue to provide regular updates to the Board and to the public, outlining the work we have accomplished to date.

When it comes to mobile ticketing options, NJ TRANSIT has been an industry leader. Our MyTix feature and the mobile app have been models that other agencies look to for best practices. While we are leading from the front on the mobile platform, we are not resting on our laurels. We are preparing to unveil the next rollout of upgrades to the mobile app and mobile ticketing with exciting new features.

Another one of my priorities in taking on the role of Executive Director was to look at the way we communicate with customers to find areas where we can improve. Our outreach efforts include our website, social media, My Transit email and text alerts, the mobile app, departure vision, customer service ambassadors, PA announcements and on-board announcements.

When we examine our customers' feedback from the recent Nor'Easter, which tore down power lines across the Northeast Corridor tracks; we can see that customers want even more communication. We plan to take a deeper dive into what our customers' expectations are and how we can further improve the communications during a service disruption. That's why I am pulling together a customer focus group with the goal of taking a closer look at the issues behind the customer feedback.

As part of this effort to engage our customers, we have also reinstated the "We Are Listening" sessions throughout the state. These forums are an opportunity for our NJ TRANSIT management team to gather where our customers are, and hear directly from them. These sessions will continue through the end of March.

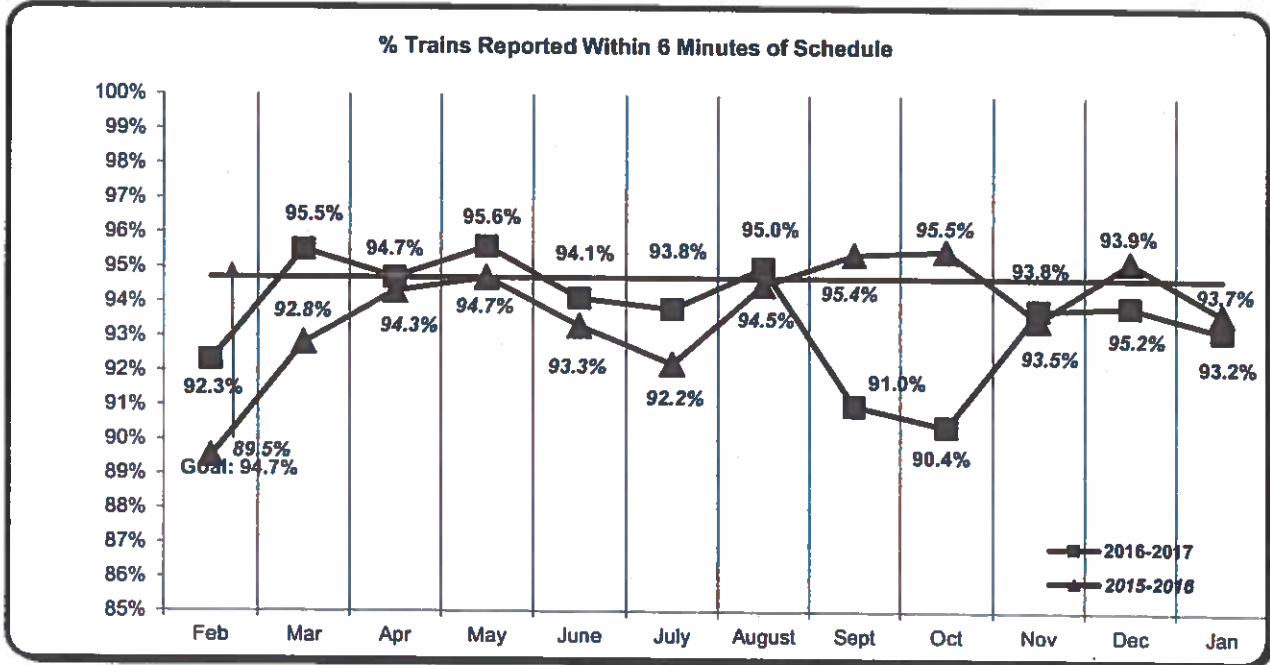
We are embarking on a new safety blitz aimed at educating our customers. On a bi-weekly basis, teams will be visiting crossings and stations, during morning and evening rush hours to remind customers, drivers and the general public of the safety precautions they need to take in and around grade crossings. The goal of this program is to prevent loss of life or injury and to continually keep safety in the forefront of everyone's mind.

# **EXECUTIVE DIRECTOR'S MONTHLY REPORT FEBRUARY 2017**

- 1. PERFORMANCE MEASURES**
- 2. MEAN DISTANCE BETWEEN FAILURES**
- 3. DBE/MBE PROGRAM**
- 4. EMPLOYEE RECOGNITION**

# **PERFORMANCE MEASURES**

# NJ TRANSIT ON-TIME PERFORMANCE RAIL FEBRUARY 2015 - JANUARY, 2017



	2016	2017	# Change
January Comparison	93.7%	93.2%	-0.5%

	2015-2016	2016-2017	# Change
12-Month Average Feb. 2015- Jan. 2017	93.7%	93.6%	-0.1%

**Analysis:**

Rail On-Time Performance was 93.2% for January, 2017. Of the 18,271 trains scheduled to operate, 17,036 were on time, while 1,235 trains (or 6.8%) were delayed. Key causes included:

- Amtrak catenary failure, NJT diesel failure and NJT switch failure/weather contributed to 126 delays resulting in 79.0% OTP on January 9.
- NJT switch failure, NJT vandalism and equipment failure, Amtrak catenary failure and Amtrak Portal Bridge opening contributed to 74 delays resulting in 86.0% OTP on January 11.
- Amtrak catenary failure/weather, Conrail Bridge failure, NJT weather issues and NJT equipment failure contributed to 208 delays resulting in 67.8% OTP on January 23.

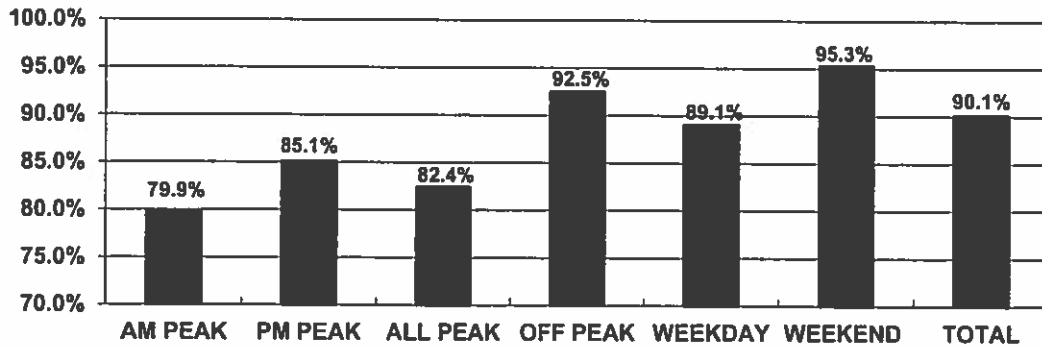
The 12-month average for Rail On-Time Performance for February 2016 - January 2017 was 93.6%, which has declined by 0.1%.

# ON-TIME PERFORMANCE RAIL

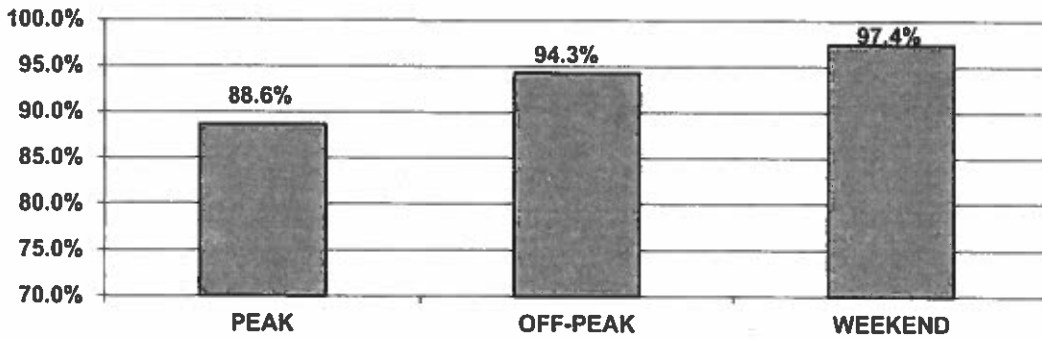
## SUMMARY BY TIME PERIOD JANUARY, 2017

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

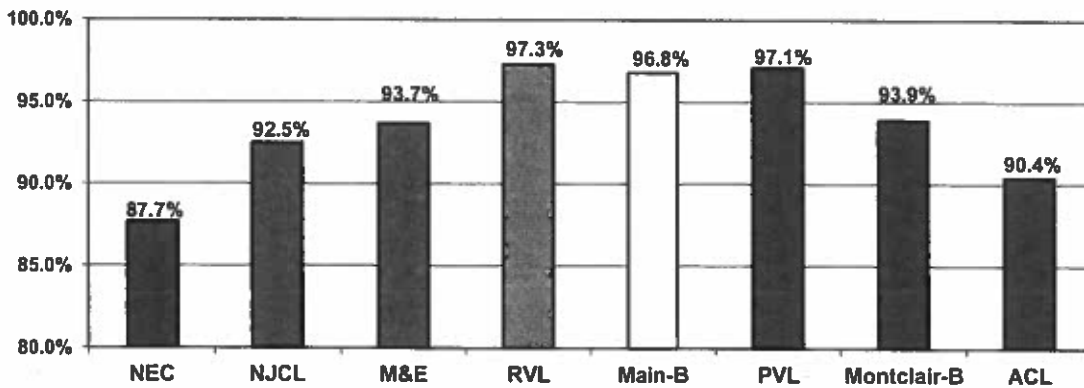
### % NEW YORK PENN STATION Trains Reported On Time \*



### % SYSTEMWIDE Trains Reported On Time

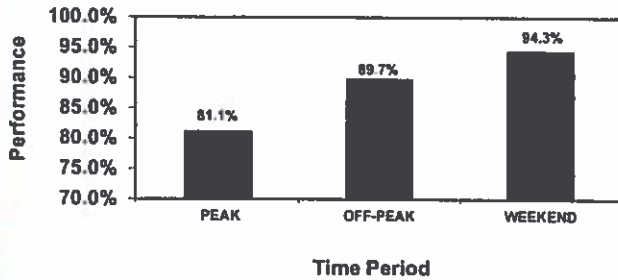


### % BY LINE Trains Reported On Time

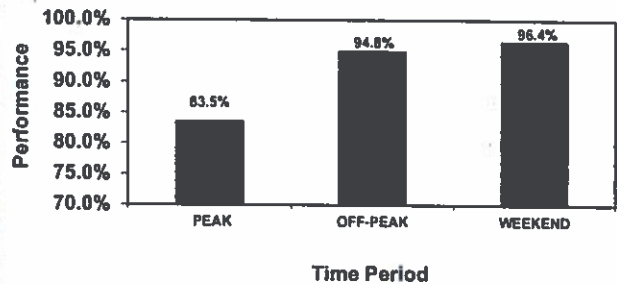


# ON-TIME PERFORMANCE BY RAIL LINE & TIME PERIOD JANUARY, 2017

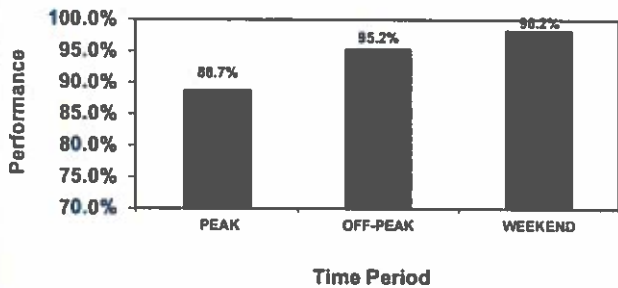
**NORTHEAST CORRIDOR**



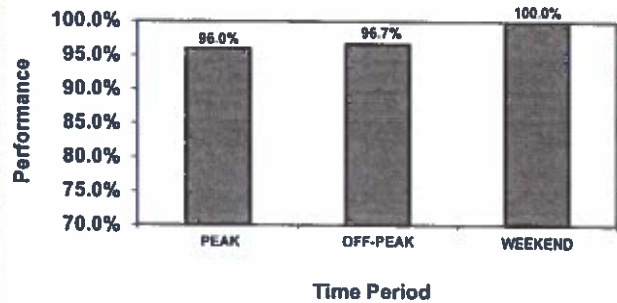
**NORTH JERSEY COAST LINE**



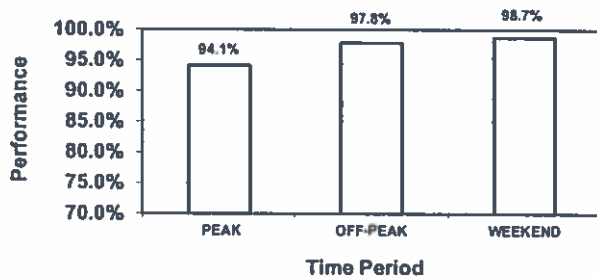
**MORRIS & ESSEX**



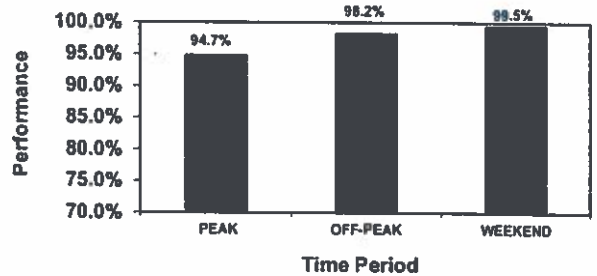
**RARITAN VALLEY LINE**



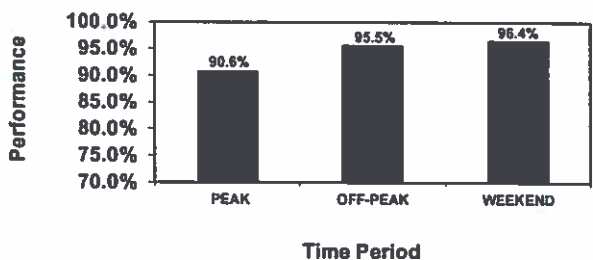
**MAIN-BERGEN**



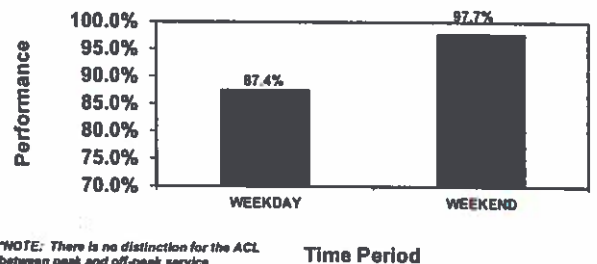
**PASCACK VALLEY**



**MONTCLAIR-BOONTON**

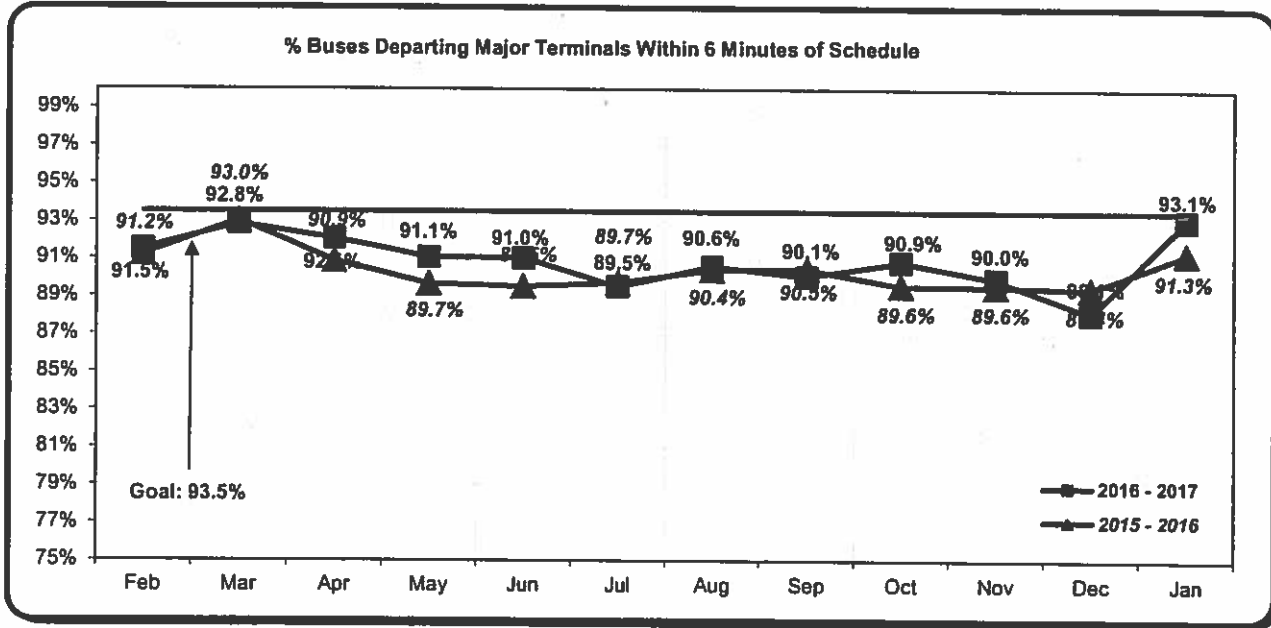


**ATLANTIC CITY\***



\*NOTE: There is no distinction for the ACL between peak and off-peak service.

## NJ TRANSIT ON-TIME PERFORMANCE BUS FEBRUARY 2015 - JANUARY 2017



December Comparison	2015 - 2016	2016 - 2017	% Change
	91.3%	93.1%	1.8%

12-Month February 2015 - January 2017	2015 - 2016	2016 - 2017	% Change
	90.4%	90.9%	0.5%

**Analysis:**

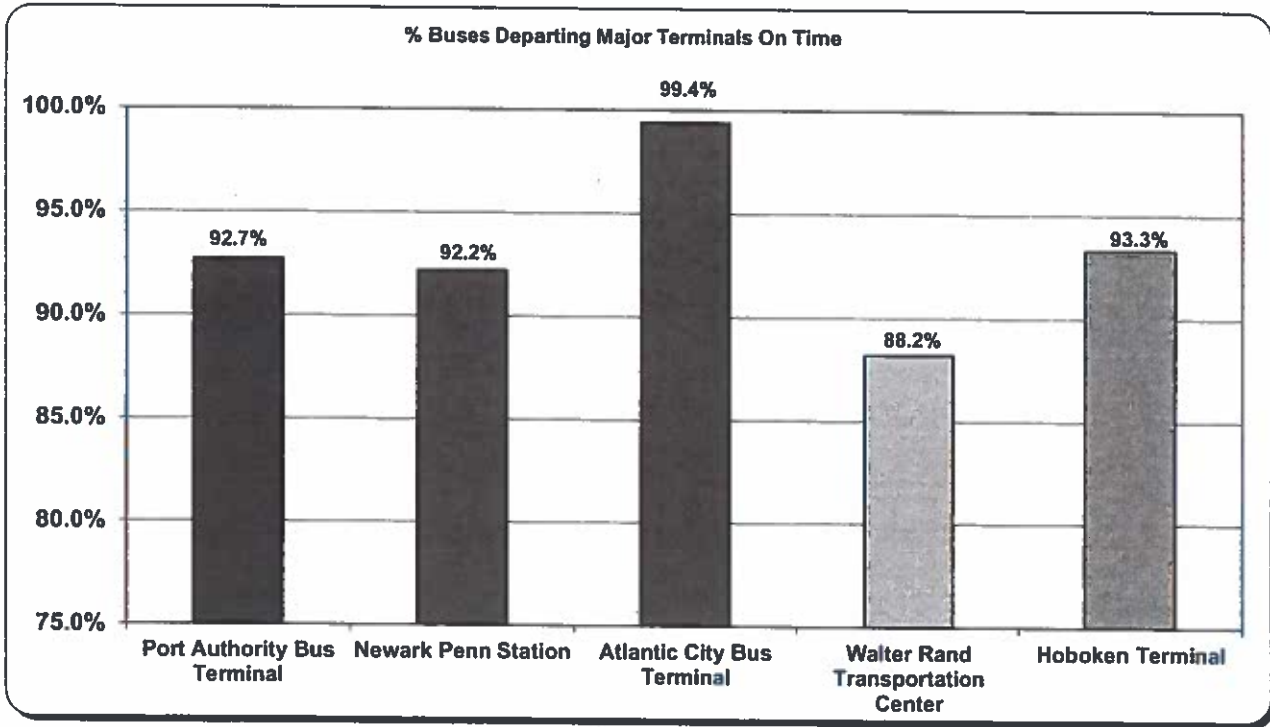
Bus On-Time Performance was 93.1% for January 2017. Of the 44,073 monitored departures, 3,045 (or 6.9%) experienced delays. Key causes included:

- Delays due to the suspension of service on the Northeast Corridor and North Jersey Coast Line on January 23 affected performance at the Port Authority Bus Terminal.
- An election protest in Philadelphia on January 25 affected performance at Walter Rand Transportation Center.
- Delays due to heavy travel resulting from rail suspension on the Northeast Corridor and North Jersey Coast Line affected performance in Newark on January 23.

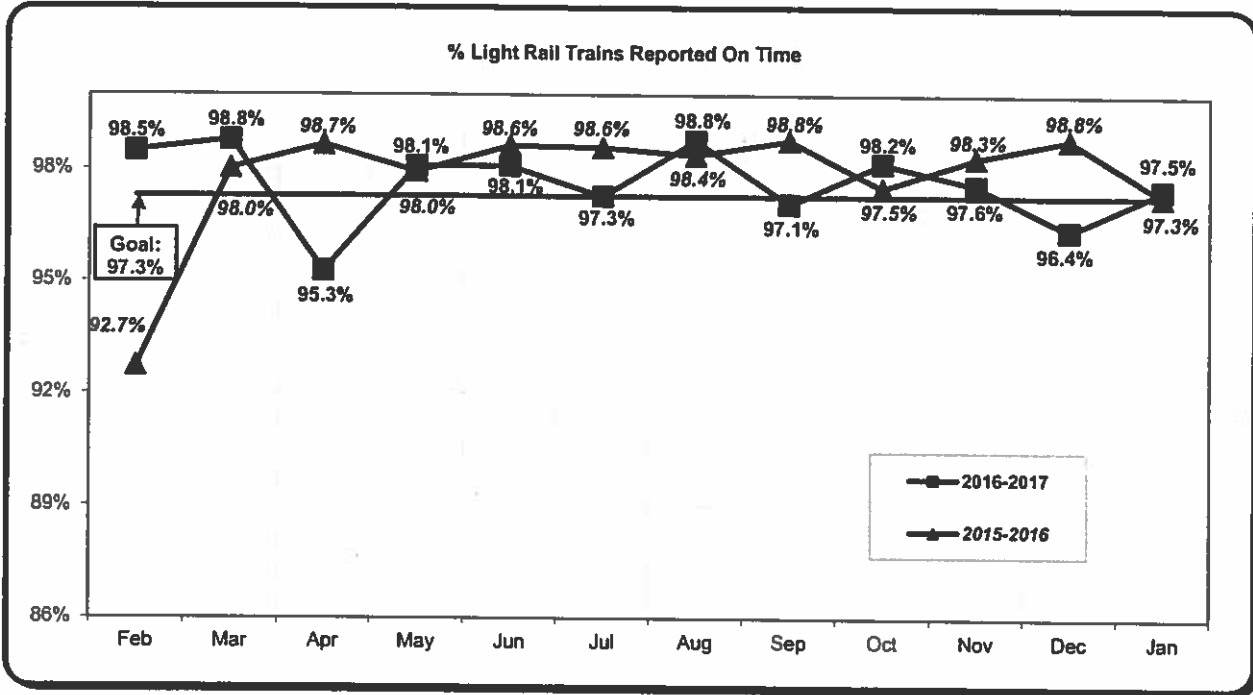
The 12-month average for Bus On-Time Performance for February 2016 - January 2017 was 90.9%, which was an increase of 0.5% from the previous year.

# ON-TIME PERFORMANCE BUS

## SUMMARY BY TERMINAL DECEMBER 2016



## NJ TRANSIT ON-TIME PERFORMANCE LIGHT RAIL FEBRUARY 2015 - JANUARY 2017



January Comparison	2016	2017	# Change
	97.3%	97.5%	0.2%

12-Month Average Ended Feb. 2015 & Jan. 2017	2015	2016	# Change
	97.8%	97.6%	-0.2%

**Analysis:**

Light Rail On-Time Performance systemwide was 97.47% for the month of January 2017. Of the 25,929 scheduled departures, 655 (or 2.53%) experienced delays.

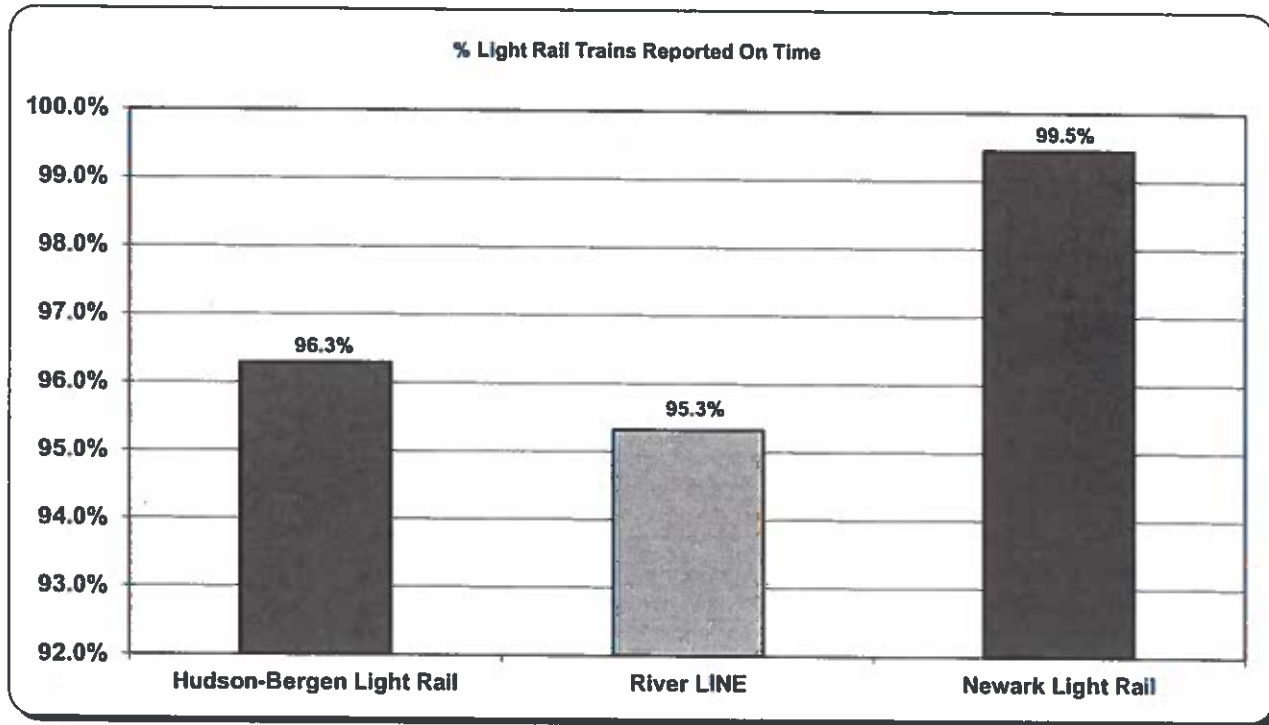
**Key causes included:**

- Construction on the NJ Turnpike 14A project delayed 80 HBLR trains on January 21.
- A communications equipment failure delayed 23 River LINE trains on January 16.
- Mechanical failure on a Penn Station LRV delayed 11 Newark Light Rail trains on January 27.

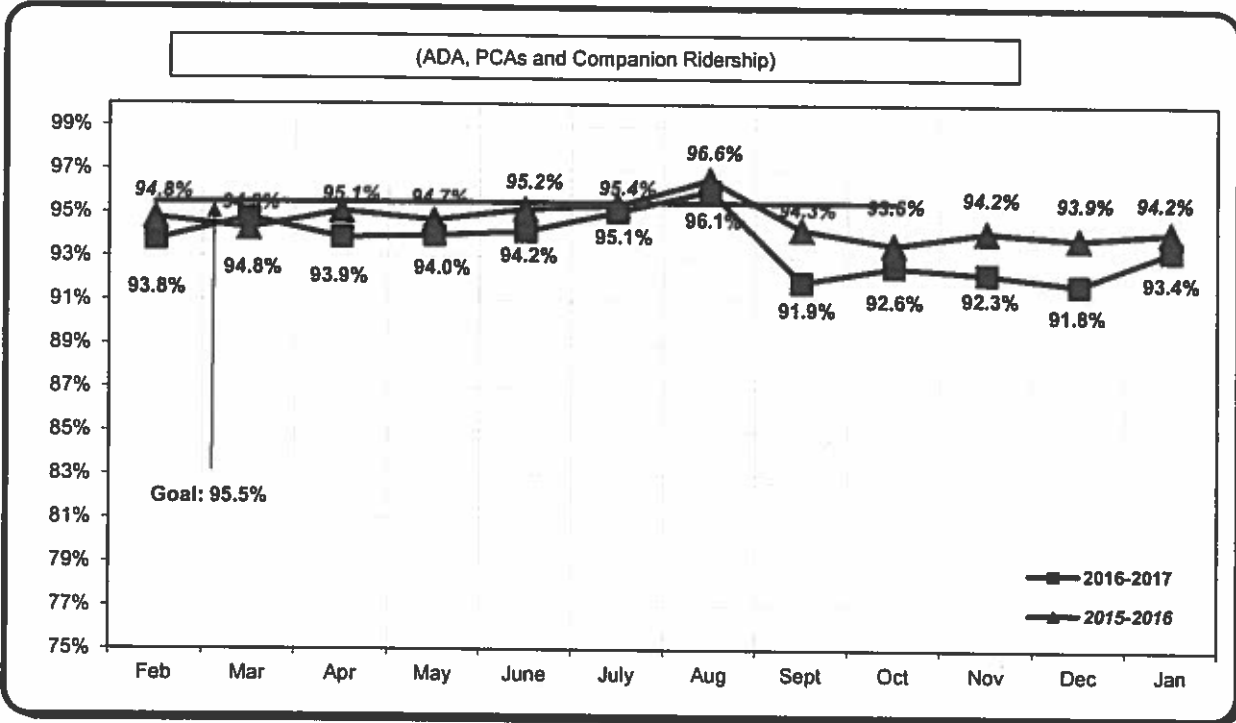
The 12-month average for Light Rail On-Time Performance for February 2016 - January 2017 was 97.64%, which decreased by 0.2% compared to February 2015 to January 2016.

# ON-TIME PERFORMANCE LIGHT RAIL

## SUMMARY BY LINE JANUARY 2017



## NJ TRANSIT ON-TIME PERFORMANCE ACCESS LINK FEBRUARY 2015 JANUARY 2017



	2016	2017	% Change
January Comparison	94.2%	93.4%	-0.8%

	2016	2017	Difference
January Ridership	115,463	131,840	16,377

	2015-2016	2016-2017	% Change
12-Month Average February-January	94.9%	93.7%	-1.2%

**Analysis:**

Access Link On-Time Performance was 93.4% for January 2017. In serving 131,840 total riders, for 120,945 ADA customers trips, 7,969 (or 6.6%) experienced delays.

**Key causes include:**

- \* General inclement weather conditions disrupting statewide service
- \* Increased traffic volume & congestion causing service delays.

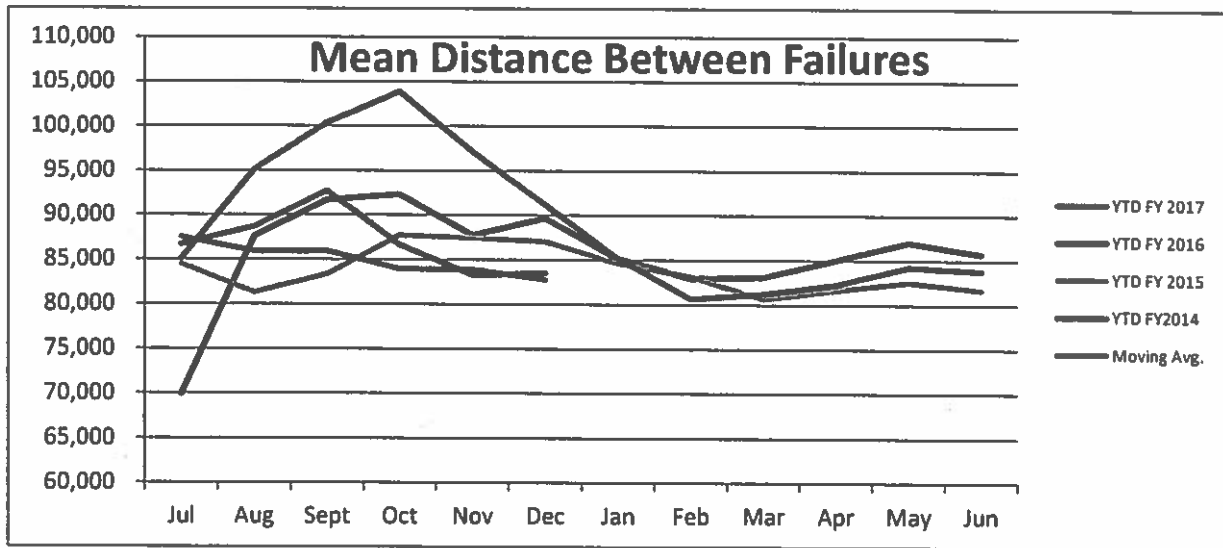
The 12-month average for Access Link On-Time Performance for February 2016 - January 2017 was 93.7%, which decreased by -1.2%.

# **MEAN DISTANCE BETWEEN FAILURES**

December-16

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

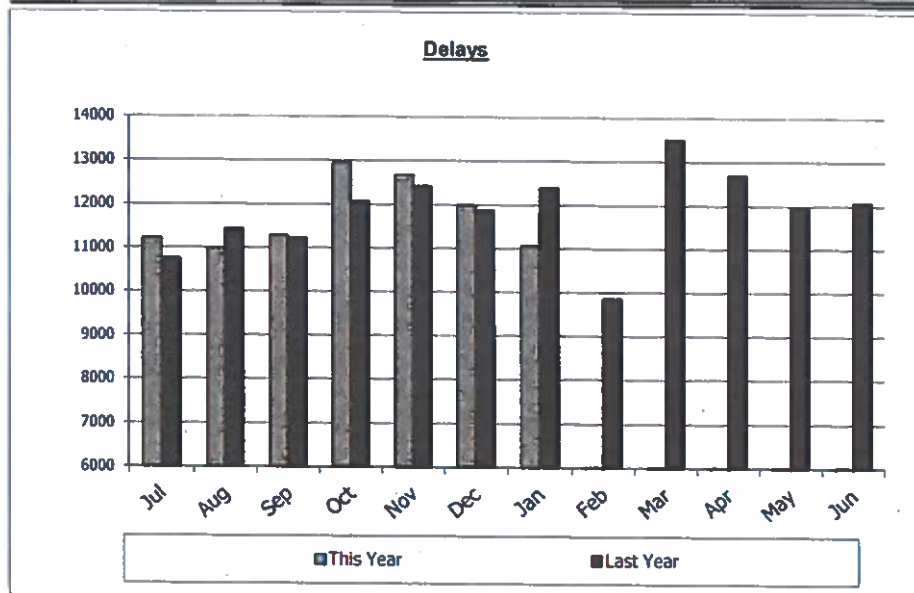
Month	YTD FY2017	YTD FY2016	YTD FY2015	YTD FY2014	12 Month Moving Avg.
Jul	86,683	69,926	84,508	85,097	87,513
Aug	88,680	87,565	81,319	95,116	85,898
Sept	92,705	91,669	83,368	100,341	85,954
Oct	86,626	92,329	87,750	103,813	83,937
Nov	83,272	87,756	87,434	97,112	83,870
Dec	83,501	89,655	87,042	91,128	82,753
Jan	-	85,167	84,607	85,161	-
Feb	-	82,949	83,179	80,639	-
Mar	-	83,112	80,659	81,229	-
Apr	-	85,060	81,649	82,293	-
May	-	87,022	82,566	84,237	-
Jun	-	85,722	81,704	83,798	-



### Garage Performance Parameters

January 2017

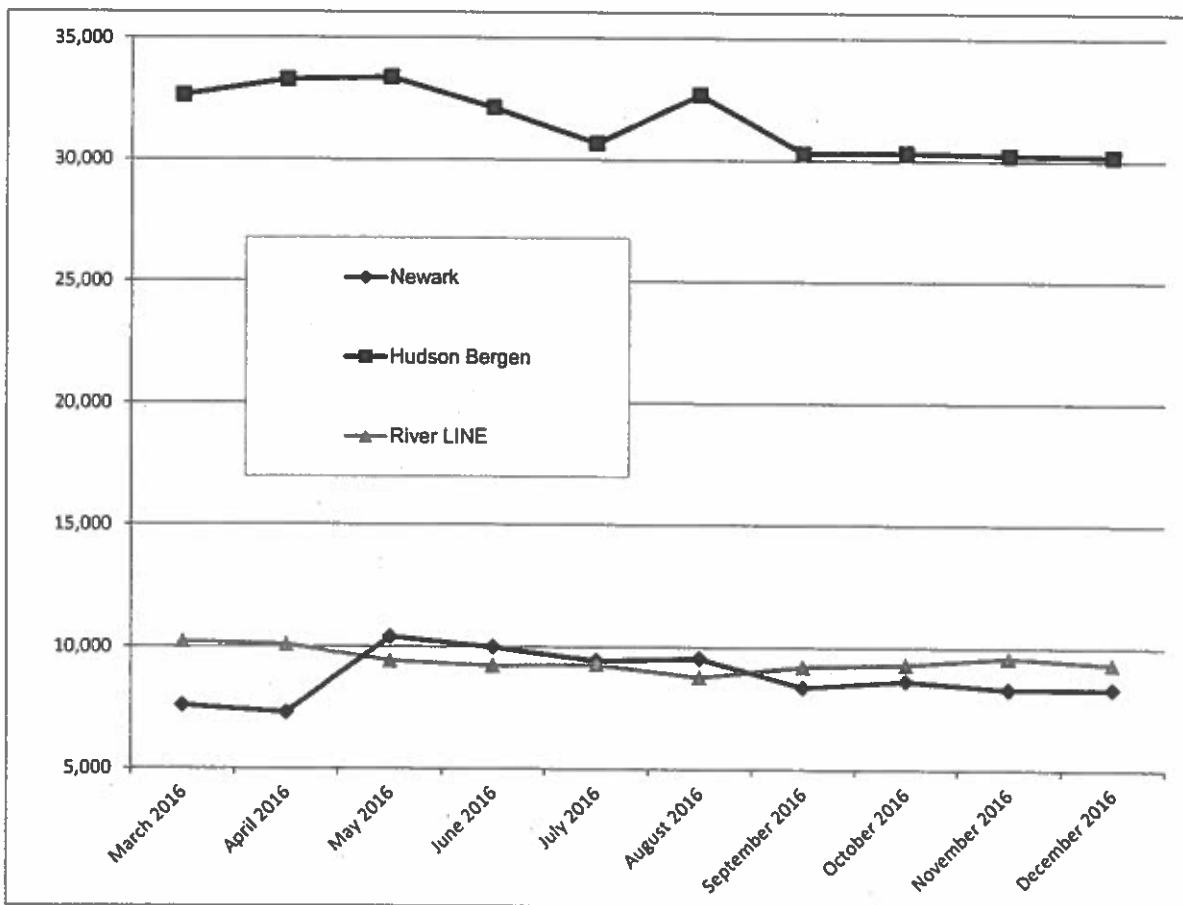
Location	Miles Between In-Service Delays			
	FY2017 Goal	This Month	FY2017 YTD	FY2016 YTD
Fairview	7,000	5,299	6,233	6,217
Greenville	9,900	6,798	6,118	6,553
Market Street	9,500	9,424	8,866	8,366
Meadowlands	11,500	7,853	7,621	8,137
Oradell	13,500	8,995	10,649	11,079
Wayne	12,500	11,724	13,390	11,888
<b>Northern Division</b>	<b>-</b>	<b>8,655</b>	<b>9,186</b>	<b>9,154</b>
Big Tree	9,600	13,630	9,327	7,764
Hilton	10,500	9,403	10,024	11,699
Howell	16,750	45,863	34,870	34,632
Ironbound	9,800	9,731	10,114	10,330
Orange	10,200	8,933	9,346	8,707
Morris	10,500	47,238	47,779	47,938
<b>Central Division</b>	<b>-</b>	<b>13,131</b>	<b>13,015</b>	<b>13,014</b>
Egg Harbor	16,500	12,241	15,481	14,050
Hamilton	20,000	14,787	18,408	23,409
Newton Avenue	15,700	13,129	13,929	15,000
Washington Twp.	14,500	12,412	13,065	13,445
<b>Southern Division</b>	<b>-</b>	<b>12,738</b>	<b>14,582</b>	<b>14,742</b>
<b>Bus Operations</b>	<b>-</b>	<b>11,063</b>	<b>11,679</b>	<b>11,686</b>



### NJ TRANSIT - LIGHT RAIL, December 2016 Average Miles Between In Service Failures

NJT LIGHT RAIL	MDBSF * December 2016
Newark Light Rail	8,319
Hudson Bergen	30,178
River LINE	9,350

### AVERAGE MILES BETWEEN IN-SERVICE MECHANICAL FAILURES



\* Mechanical failure data for 3 LR systems, calculated as a rolling average over multiple months.

\*\* Newark Light Rail operates much less mileage, with all single-car trains and a 5 mile alignment.

# **DBE/SBE PROGRAM**

**NJ TRANSIT –Office of Business Development Additional DBE/SBE Participation for January 2017**

**State Funded Contracts**

During the month of January 2017, NJ TRANSIT awarded **\$8,726,397.77** in state funded contracts. Of that total, Small Business Enterprises (SBEs) received **\$2,454,852.77** or **28.13%**.

During the State Fiscal Year 2017 (July 1, 2016 through June 30, 2017) NJ TRANSIT awarded **\$11,801,372.77\*** in state funded contracts. Of that total, SBEs received **\$3,452,520.77** or **29.26%**.

**\* Previously awarded \$1,500,000.00 during the month of November 2016 that was not reported in the December 2016 Report.**

**SBE Goal Attainment from July 1, 2016 through June 30, 2017 (FY 2017)**

Category 1 SBEs received	\$120,000.00	or 1.02%
Category 2 SBEs received	\$35,000.00	or 0.30%
Category 3 SBEs received	\$0.00	or 0.00%
Category 4 SBEs received	\$1,306,000.00	or 11.07%
Category 5 SBEs received	\$1,763,570.77	or 14.94%
Category 6 SBEs received	\$227,950.00	or 1.93%

**FTA Funded Contracts (updated Quarterly – next update will occur April 2017)**

During the 1<sup>th</sup> Quarter (October 1, 2016 – December 31, 2016) of Federal Fiscal Year 2017 (October 1, 2016 through September 30, 2017), the FTA funded share of NJ TRANSIT’s federal contracts awarded was **\$1,487,374.25**. Of that total, Disadvantaged Business Enterprises (DBEs) received **\$27,350.00** or **1.84%**.

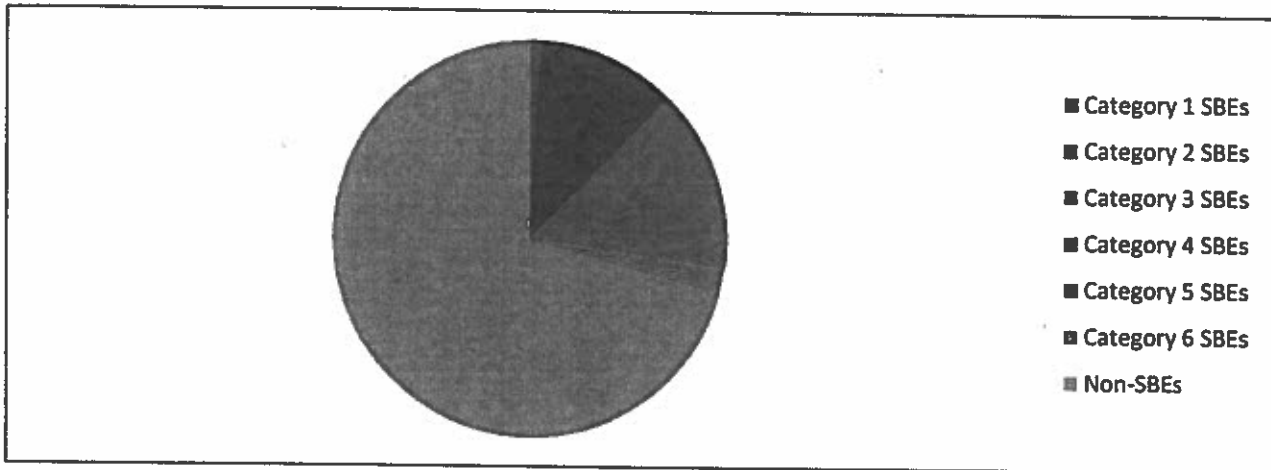
**DBE Goal Attainment from October 1, 2016 (FFY 2016) - September 30, 2019 (FFY 2017) \*\***

Contracts awarded	\$1,487,374.25
DBEs received	\$ 27,350.00 or 1.84%

**\*\*Numbers reflect federal share.**

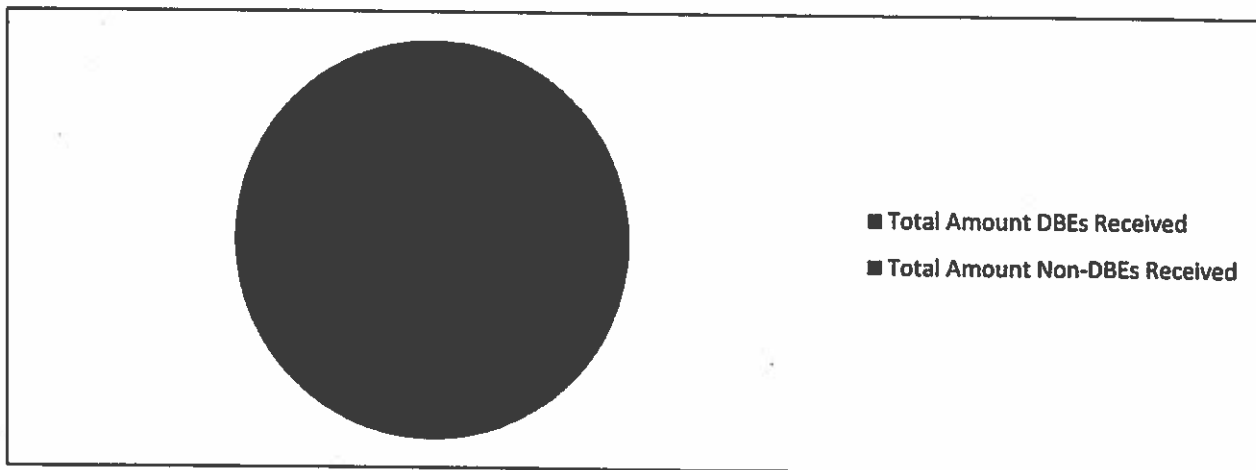
SBE PARTICIPATION  
STATE CONTRACTS  
STATE FYTD 2017

<i>Category 1 SBEs</i>	\$120,000.00	1.02%
<i>Category 2 SBEs</i>	\$35,000.00	0.30%
<i>Category 3 SBEs</i>	\$0.00	0.00%
<i>Category 4 SBEs</i>	\$1,306,000.00	11.07%
<i>Category 5 SBEs</i>	\$1,763,570.77	14.94%
<i>Category 6 SBEs</i>	\$227,950.00	1.93%
<i>Non-SBEs</i>	\$8,348,852.00	0.00%



DBE PARTICIPATION  
FEDERAL CONTRACTS  
TRIENNIAL YEARS 2017-2019

<b>Total Amount DBEs Received</b>	\$27,350.00	1.84%
<b>Total Amount Non-DBEs Received</b>	\$1,460,024.25	98.16%



# **EMPLOYEE RECOGNITION**

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

Twelve NJ TRANSIT employees retired recently with careers ranging from 16 to 35 years of service:

1. Kenneth Bynum, Operator – Orange – 25 years
2. John Cavalier, Serviceman – Hamilton – 22 years
3. Sabrina Pittman, Operator – Ironbound – 26 years
4. Thomas Simmons, Operator – Market Street – 29 years
5. Angel Harris, Starter – Port Authority Bus Terminal – 27 years
6. Joseph Orlando, Depot Clerk B – Wayne – 16 years
7. Ranen Ganguly, Senior Accountant – Penn Plaza – 31 years
8. John Schulien, Supervising Engineer/Architect – Penn Plaza – 30 years
9. George Brown, Manager Rail Infrastructure Maintenance – Penn Plaza – 35 years
10. Sandra Check, Senior Director Employee Engagement – Penn Plaza – 33 years
11. Joseph Mazze, Principle Accountant – Penn Plaza – 31 years
12. Janice Pepper, Senior Director Business Analysis & Research – Penn Plaza – 25 years

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# POSITIVE TRAIN CONTROL

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Project Update

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February 2017

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POSITIVE TRAIN CONTROL

PTC UPDATE

1

VEHICLE STATUS

2

DEMONSTRATION AREA

3

TIMING OF KEY MILESTONES

POSITIVE TRAIN CONTROL

VEHICLE STATUS

PROCESS

<b>PROTOTYPE</b> (10 DIFFERENT VEHICLE TYPES)	PARSONS	▪ Identify, document and measure locations for more than 25 new, "major" components.
	PARSONS	▪ Design and fabricate new components and supporting infrastructure.
	PARSONS	▪ Replacement of all ATC equipment and interconnections: <ul style="list-style-type: none"><li>– More than 400 wire connections.</li><li>– More than 40 wire harnesses and cable assemblies.</li></ul>
<b>PRODUCTION</b> (440 VEHICLES)	NJ TRANSIT	▪ Transfer vehicles from revenue service to contractor for retrofit.
	PARSONS	▪ Existing cab signal system removed; key components salvaged.
	PARSONS	▪ Service cabinets and ceiling access panel are removed; existing installations protected; space cleared for new components.
	PARSONS	▪ New equipment, wire harnesses, conduit and cabling are installed.
	PARSONS	▪ Testing done progressively. At completion, new system undergoes a static test.
	NJ TRANSIT	▪ FRA requires a 92-day inspection; then dynamic testing on the railroad. When satisfactory, vehicle returns to revenue service.

POSITIVE TRAIN CONTROL

VEHICLE STATUS



POSITIVE TRAIN CONTROL

DEMONSTRATION  
AREA



POSITIVE TRAIN CONTROL

DEMONSTRATION AREA

DEMONSTRATION AREA COMPLETE JANUARY 2018

SAFETY TSR SERVER (STS)

- Manage temporary speed restriction data to/from train and to/from dispatchers.
- Vital server designed for use in the rail industry.

DATA AND MAINTENANCE

- Central repository for message, maintenance, and alarm data; sends alert notifications.
- Provides reports on operational state.

WAYSIDE INTERFACE UNIT (WIU)

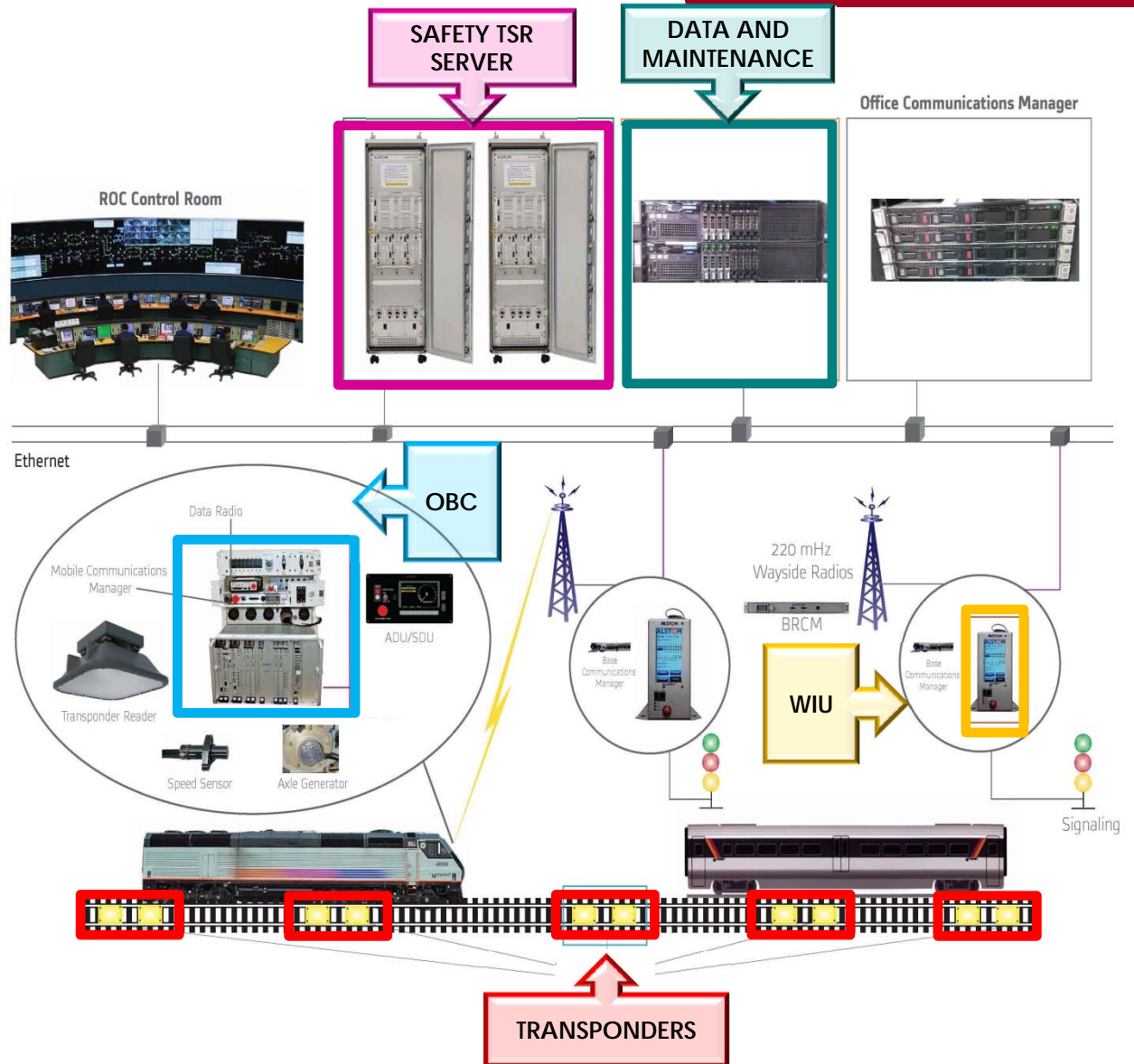
- Used for interface to signaling logic.
- Encodes and transmits train signal status and route data.

ON-BOARD COMPUTER (OBC)

- Acts upon the data received from the transponders, WIU's and Vital Safety Server.
- Determines precise location of train.
- Builds and enforces maximum speed.

TRANSPONDER

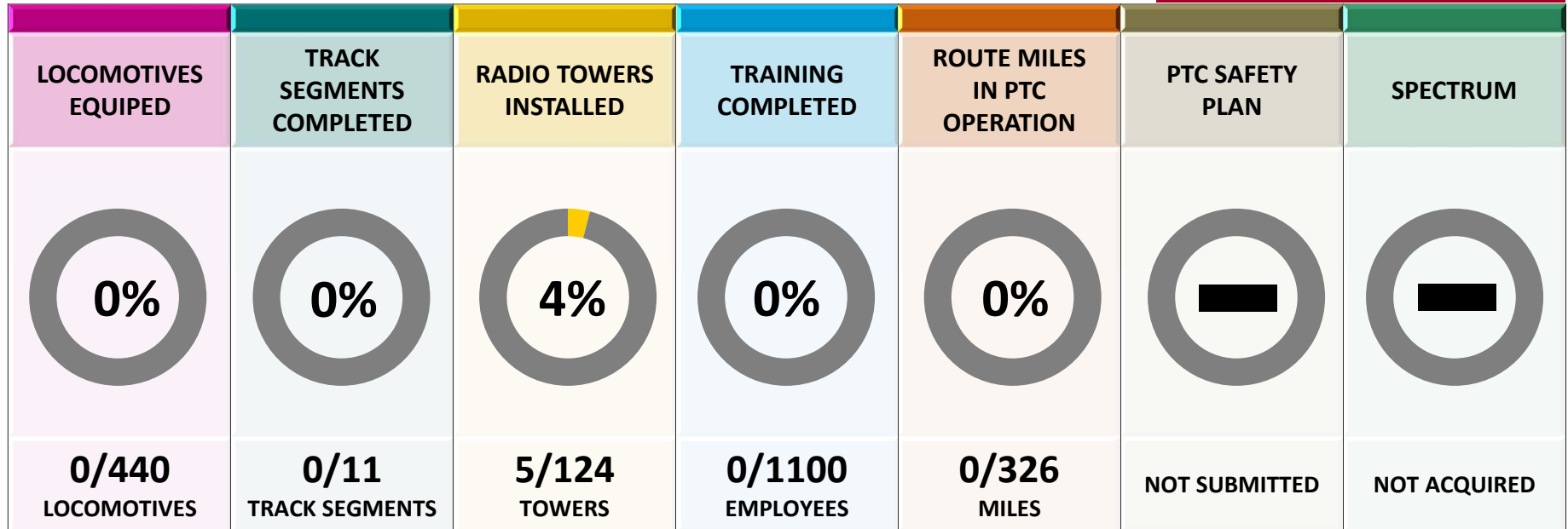
- Passive transponders powered by the antenna located under the train.
- Location, speed control and auxiliary data sent to train at regular intervals.



POSITIVE TRAIN CONTROL

KEY MILESTONES  
SEPTEMBER 2016

Dashboard Adapted from FRA Web Site



Timeline

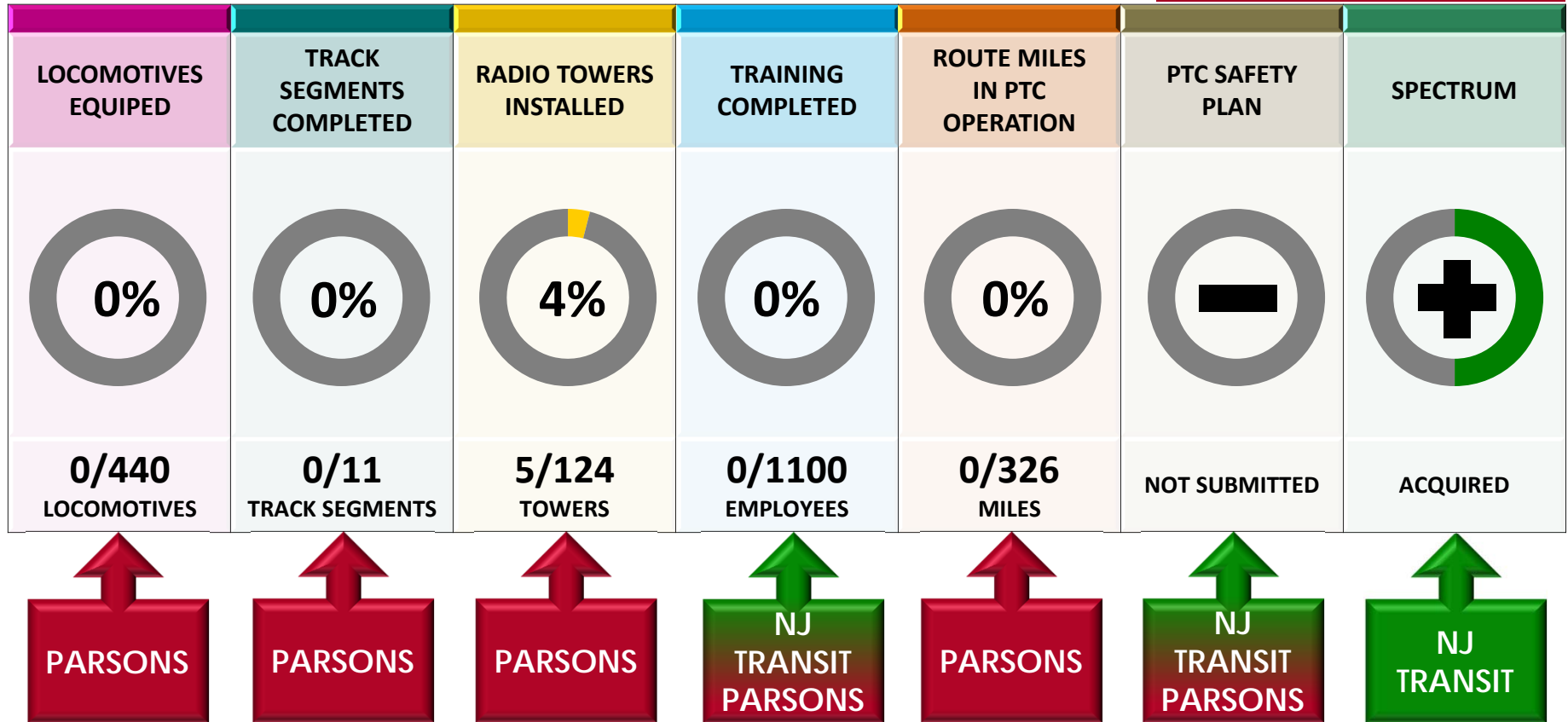
Federally Mandated  
Completion Date  
December 31, 2018



POSITIVE TRAIN CONTROL

KEY MILESTONES  
DECEMBER 2016

Dashboard Adapted from FRA Web Site



Timeline

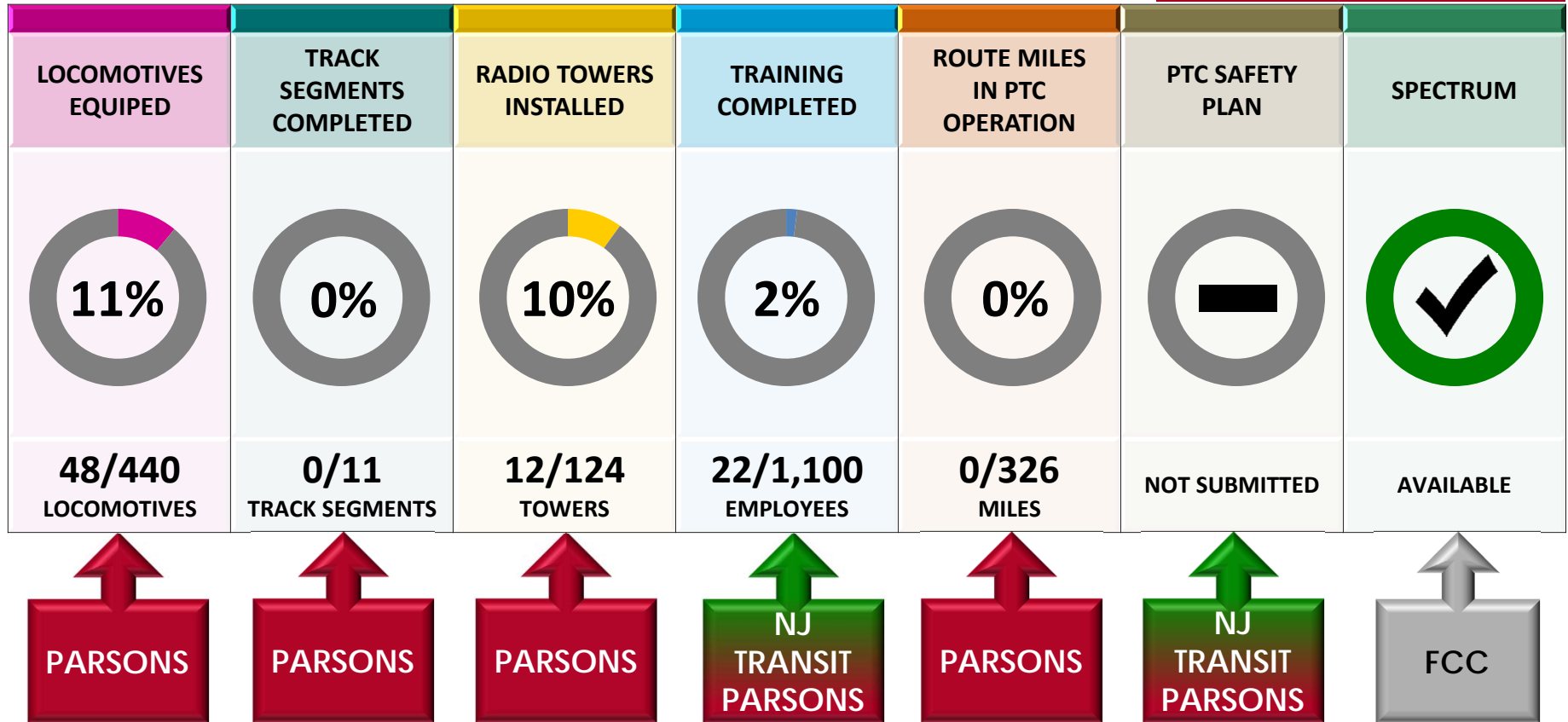


Federally Mandated  
Completion Date  
December 31, 2018

POSITIVE TRAIN CONTROL

KEY MILESTONES  
JUNE 2017

Dashboard Adapted from FRA Web Site



Timeline

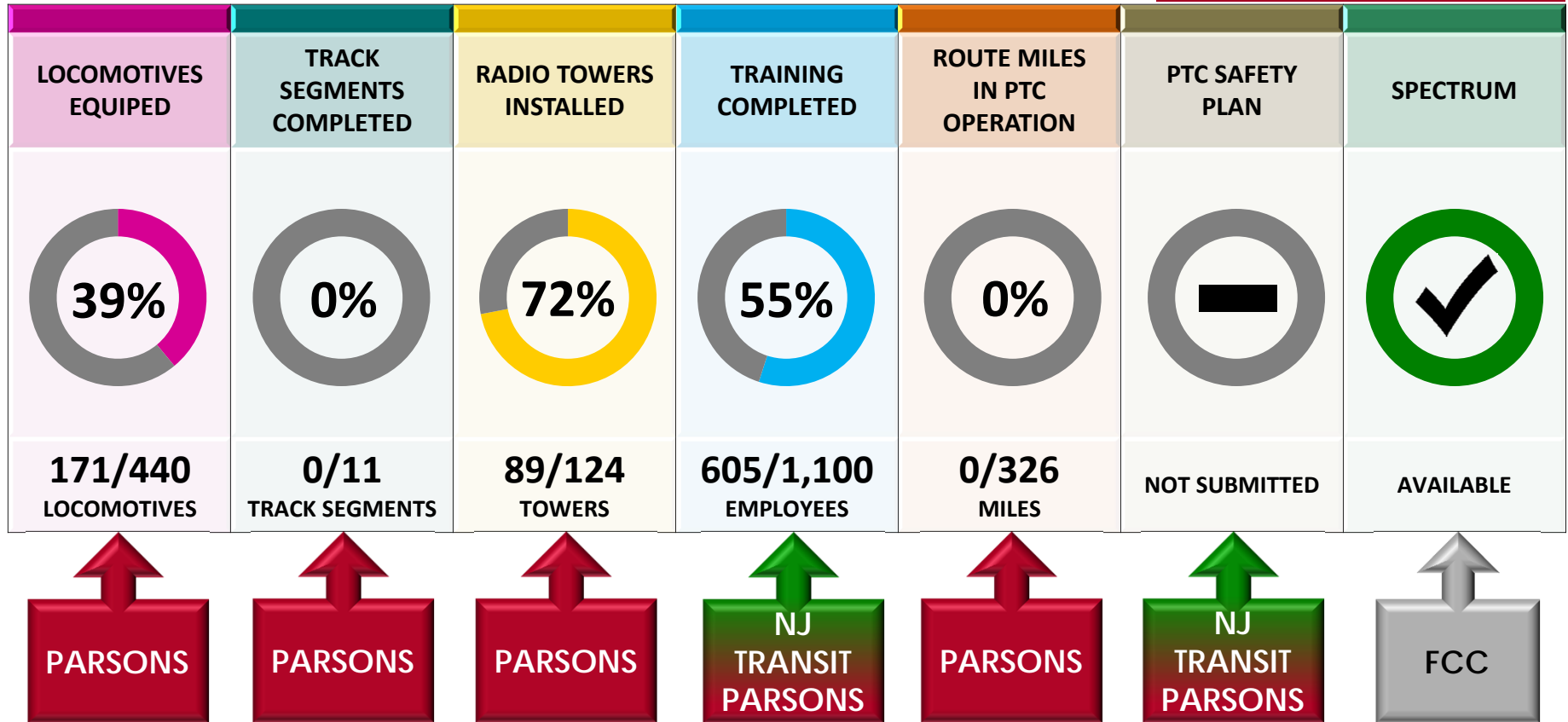


Federally Mandated  
Completion Date  
December 31, 2018

POSITIVE TRAIN CONTROL

KEY MILESTONES  
DECEMBER 2017

Dashboard Adapted from FRA Web Site



Timeline

Federally Mandated  
Completion Date  
December 31, 2018



### December 31, 2018 – Federal Implementation Mandate Met

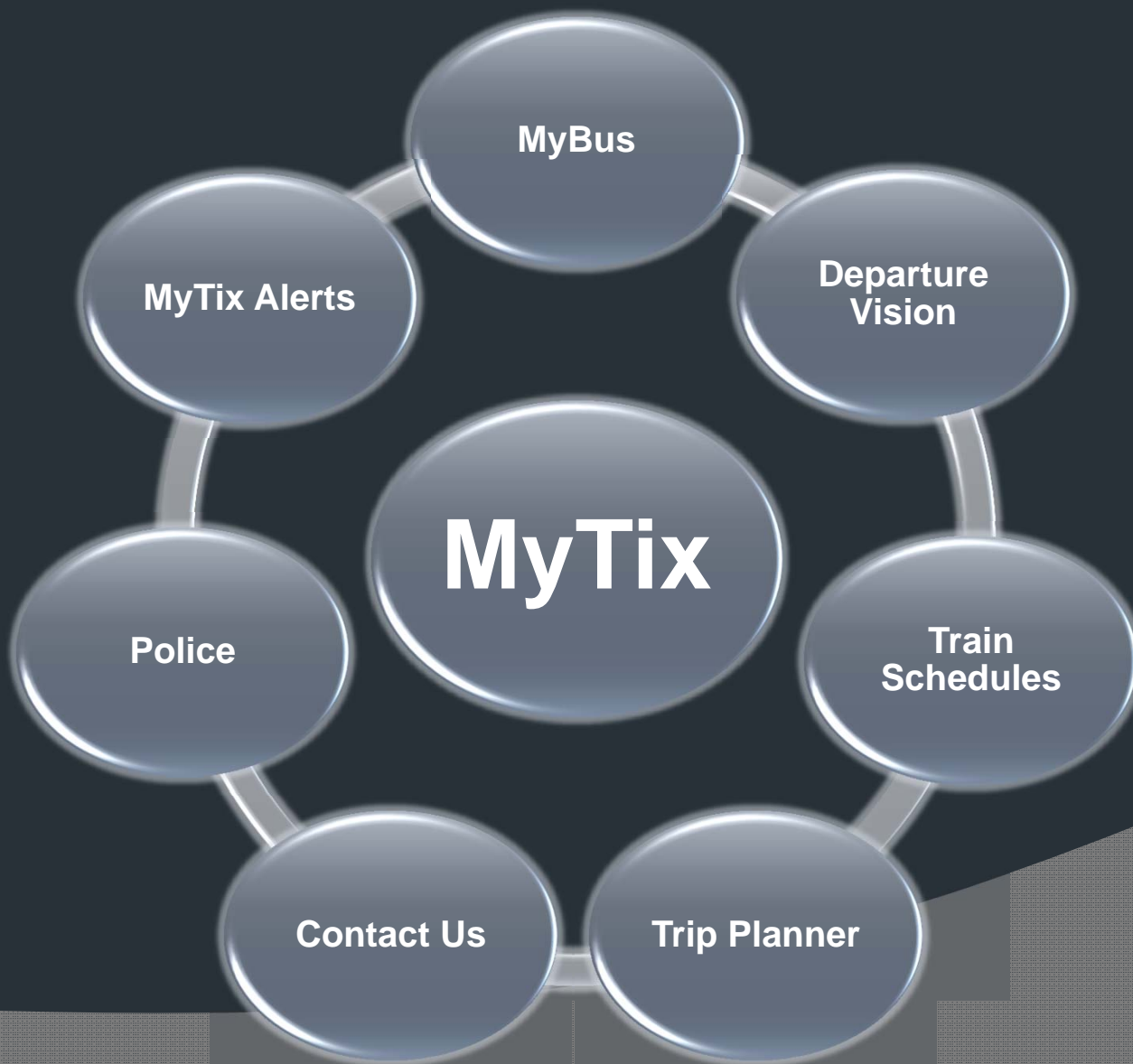
LOCOMOTIVES EQUIPED	TRACK SEGMENTS COMPLETED	RADIO TOWERS INSTALLED	TRAINING COMPLETED	ROUTE MILES IN PTC OPERATION	PTC SAFETY PLAN	SPECTRUM AVAILABLE
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# NJ TRANSIT MYTIX MOBILE TICKETING



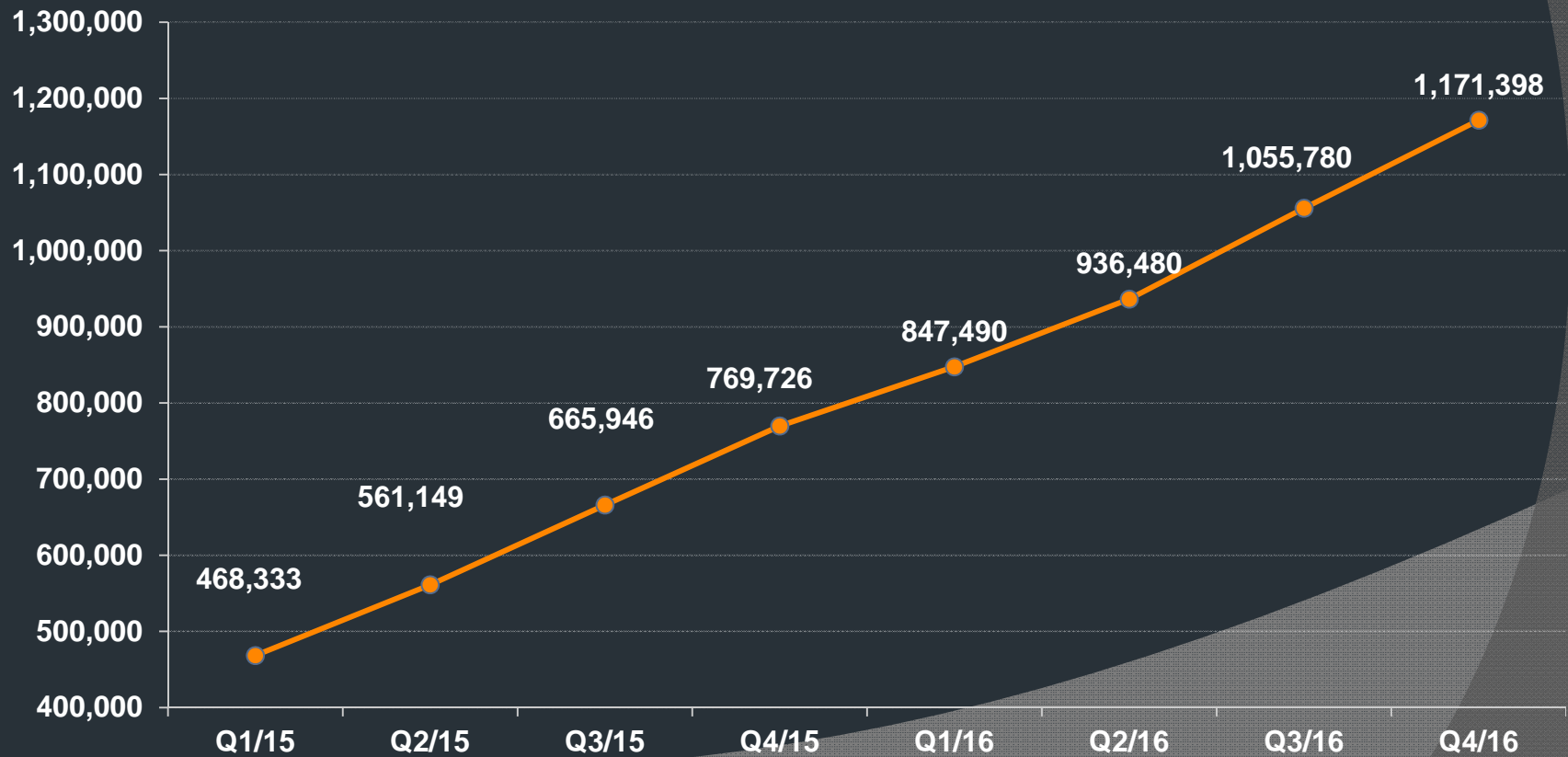
February 2017

# NJ TRANSIT MyTix



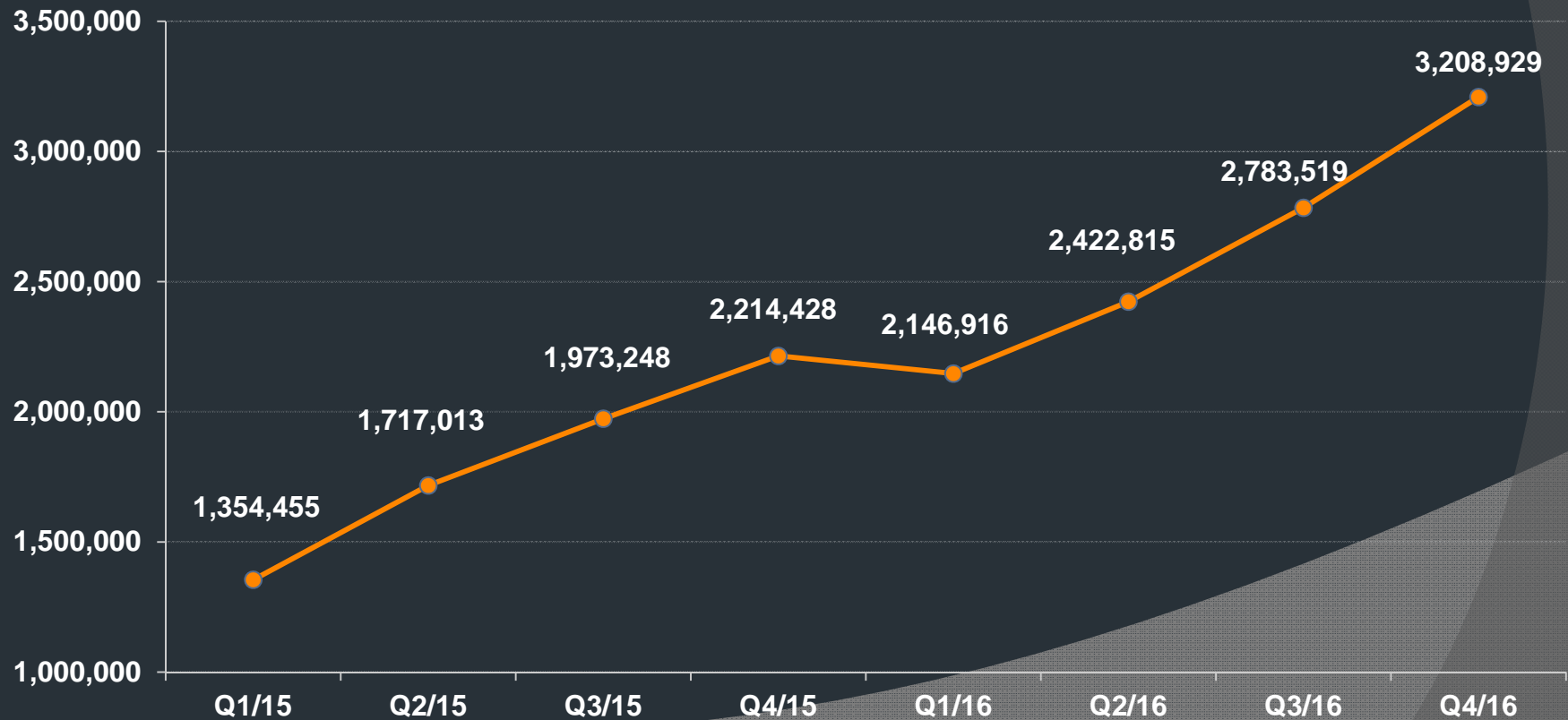
# MyTix Customers

- 1,171,398 customer accounts to date
- 51% growth over the past year



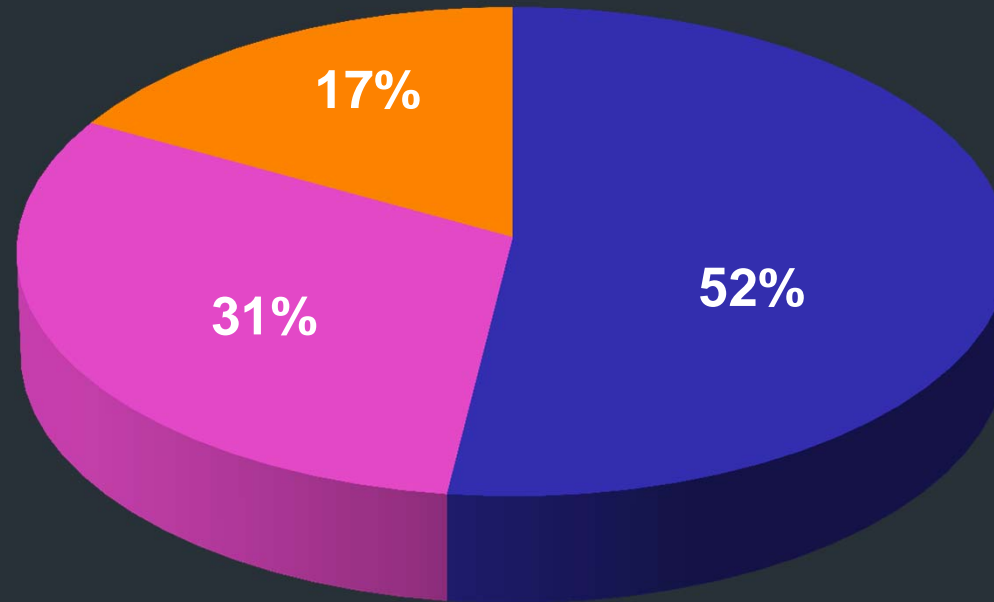
# MyTix Sales

- 21,673,187 tickets sold to date
- 45% growth over the past year



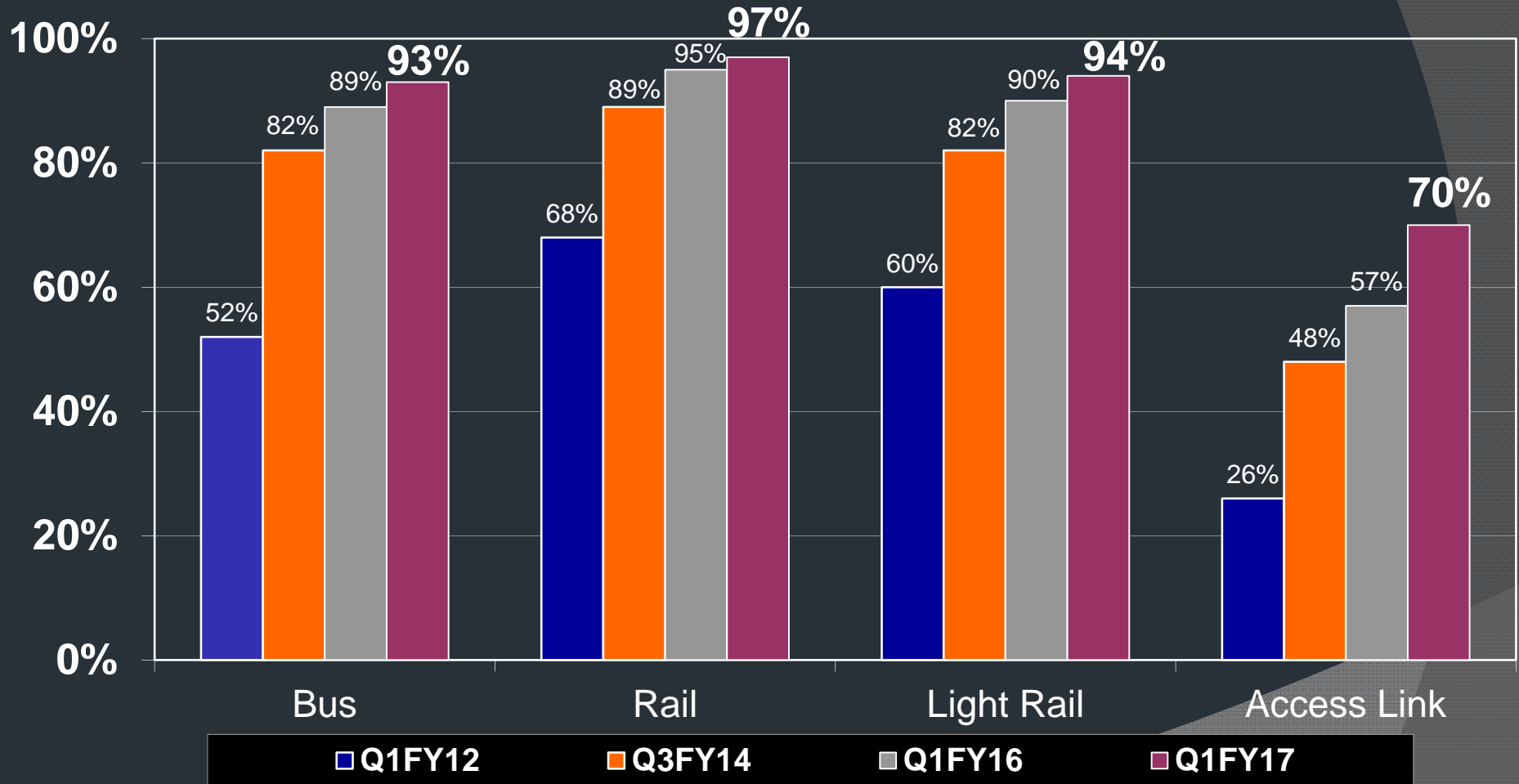
# MyTix Rail Market Share by # of Tickets

December 2016



■ TVM ■ TOM ■ MyTix

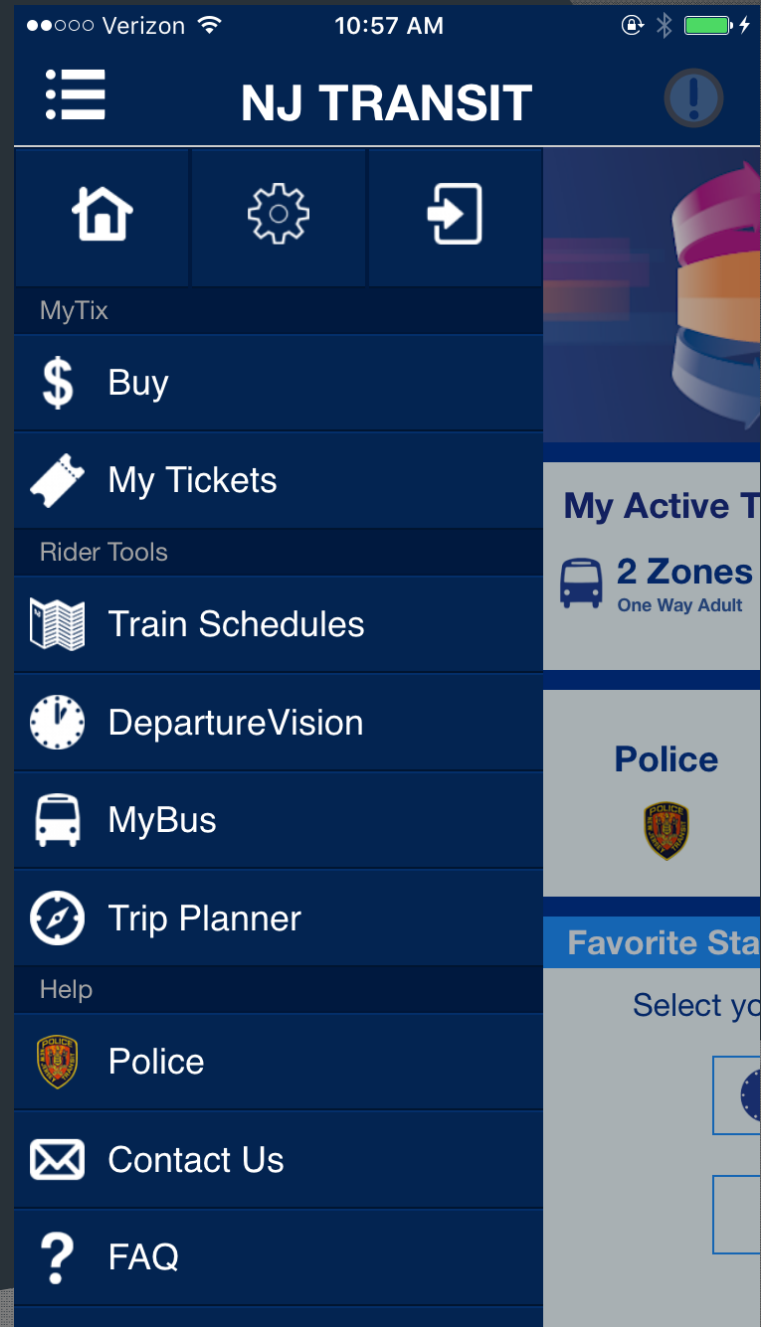
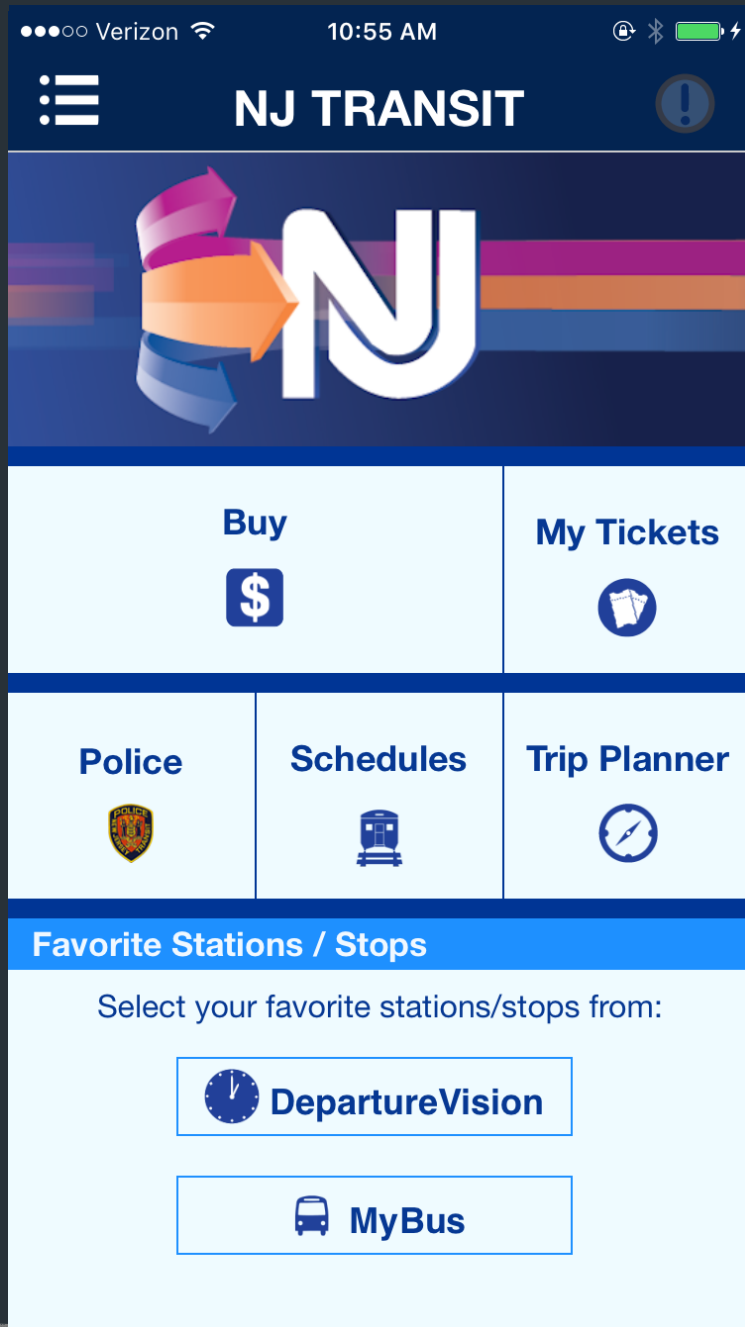
# Smartphone Growth



Note that 99% of customers completing the Q1FY17 survey indicated owning a cell phone.

# Next NJT APP Release Early 2017

- Additional Bus Ticketing Options
- New Payment Methods
- New Look and Feel
- Increased Security Features
- App Enhancements



# NJT Mobile App Looking Forward

- Special Ticketing Promotions
- Joint Ticketing Options
- Additional Light Rail ticketing options
- Bus Schedules
- On Board Transaction Capabilities
- Incentive Programs
- Alerts and Advisories
- Periodic Updates to Look and Feel
- App Enhancements

Thank You

# **ACTION ITEMS**

**ITEM 1702-04: NJ TRANSIT RESILIENCE PROGRAM – REPLACEMENT OF RARITAN RIVER DRAWBRIDGE PROJECT: AMENDMENT TO CONSULTANT CONTRACT FOR PHASE II – PREPARATION OF FINAL PLANS, SPECIFICATIONS, AND ESTIMATES**

**BENEFITS**

In November 2014, the U.S. Department of Transportation announced that NJ TRANSIT had been selected through a competitive process to receive \$446,312,465 in Federal Transit Administration Emergency Relief Program funding to support the design and construction of the Replacement of the Raritan River Drawbridge Project. This project is for the complete replacement of the Raritan River Drawbridge and demolition of the existing 108-year-old structure.



When completed, the project will replace the existing swing-span bridge with a new moveable bridge, constructed with more durable materials, and at a higher vertical elevation than the existing bridge. In addition to raising the bridge deck and tracks and control systems, the bridge will be structurally designed to withstand storm surge during extreme weather events.

**ACTION (Scorecard: Customer Experience, Corporate Accountability)**

Staff seeks authorization to amend NJ TRANSIT Contract No. 15-044 with Hardesty & Hanover/Gannett Fleming Joint Venture of Newark, New Jersey, to provide consultant services for Preparation of Final Plans, Specifications, and Estimates for the Replacement of the Raritan River Drawbridge Project at a cost not to exceed \$17,753,725, plus five percent for contingencies, for a total authorization of \$28,490,455, subject to the availability of funds.

**PURPOSE**

This authorization will allow for the final design of the replacement Raritan River Bridge. The new bridge will be designed to meet all current codes and to provide improved clearance for passing sea vessels using a design that is resilient to extreme weather events. The planned replacement will be designed to withstand ocean surge and

extreme weather events without adverse effects to daily passenger and freight train services.

It is intended that the proposed bridge will be constructed parallel to the existing bridge, enabling the continuation of passenger and freight train services during construction. Once the replacement bridge is completed, the approach tracks will be shifted from the existing bridge to the new bridge, and trains will commence use of the new span. Finally, after appropriate recordation in accordance with the Memorandum of Agreement executed pursuant to Section 106 of the National Historic Preservation Act, the original bridge will be demolished. The final design work will commence once NJ TRANSIT has secured a finding for the project pursuant to the requirements of the National Environmental Policy Act (NEPA).

The final design phase requested in this authorization is the second of three project phases: Phase I – Concept and Preliminary Design; Phase II – Preparation of Final Plans, Specifications, and Estimates; and, Phase III – Construction Support Services. This authorization covers Phase II activities only; additional authorization will be requested from the Board at a later date for Hardesty & Hanover/Gannett Fleming Joint Venture to proceed with Phase III.

## **BACKGROUND**

### History

The Raritan River Drawbridge is a moveable swing-span across the Raritan River between Perth Amboy and South Amboy. The bridge is the sole rail link for 17 of the 20 NJCL stations to Newark and Manhattan. It provides service to more than 8,500 daily riders making approximately 17,000 daily trips, and accommodates Conrail freight rail services.

The existing Raritan River Drawbridge – a vulnerable structure that has been in service since 1908 – was not designed to withstand seismic loads or the lateral forces due to ocean surges. As a consequence, the bridge suffered significant damage during Superstorm Sandy, including movement of the bridge deck out of its normal alignment due to ocean surges against the bridge superstructure and the impact of large, wave-borne debris bearing against the bridge girders. After the storm passed, inspections revealed the damage, and train services and marine vessel operations were suspended until repairs could be made, resulting in no train service for a period of three weeks. Through these events, Sandy demonstrated the vulnerability of the bridge to extreme weather events. Under a separate authorization, NJ TRANSIT has repaired the supporting piers of the current bridge to allow its continued use while a new bridge is designed and built. However, a permanent replacement more resilient to future extreme weather events is required.

The replacement bridge will provide a new two-track moveable span across the Raritan River, slightly offset from the original alignment, and linking back to the existing NJCL mainline tracks at its northern and southern ends. The bridge will carry electrified tracks.

### Funding

On November 5, 2014, FTA announced its award of a total of \$1.27 billion in funding to NJ TRANSIT, through a 13-state competition for five resilience projects, as follows:

Raritan River Drawbridge Replacement	\$ 446,312,465
NJ TRANSITGRID	\$ 409,764,814
Delco Lead Train Safe Haven Storage and Inspection Facility	\$ 184,493,910
Hoboken Long Slip Fill and Rail Enhancement	\$ 146,548,432
Train Controls Resilience	<u>\$ 88,903,190</u>
Total	\$1,276,022,811

These five projects require a local match, which NJ TRANSIT is funding through the Transportation Trust Fund. Under a separate Board authorization, NJ TRANSIT is preparing an Environmental Assessment on behalf of the Federal Transit Administration to comply with the requirements of the National Environmental Policy Act (NEPA).

### Status

The draft Environmental Assessment was submitted to the FTA in November 2016 and the NEPA process is due to be completed in March 2017. Phase II of this contract will not progress until after receipt of the NEPA finding; final design is scheduled to begin in April 2017 and be completed by April 2018.

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

### **FISCAL IMPACTS**

#### **Requested Authorization:**

This Authorization (Phase II) \$ 17,753,725 + 5% contingency  
Total Authorization (Phases I & II) \$ 28,490,455

#### **Past Authorizations:**

November 2015 (Item 1511-44 Phase I) \$ 9,380,041 + 5% contingency

**Expenditures to Date:** \$ 3,816,600 (as of 11/30/16)

**Total Project Cost:** \$595,083,287

**Projected Date of Completion:** January 2019 (Phase II)

**Capital Program Amount:** \$595,083,287

**Operating Budget Amount:** None

**Anticipated Source of Funds:** Federal Transit Administration \$ 446,312,465  
Transportation Trust Fund \$ 148,770,882

**PRINTS ID Number:** NJT01044

**DBE/SBE Goal:** 20% DBE

**NJ BUILD Amount:** NA

**Related Future Authorizations:** Construction Support Services (Phase III)  
Construction Services  
Construction Management

**Impacts on Subsequent  
Operating Budgets:** None

## RESOLUTION

**WHEREAS**, the Raritan River Drawbridge carries 8,500 daily riders, supporting the provision of critical commuter rail services to/from the Jersey Shore and major regional job centers; and

**WHEREAS**, the Replacement of the Raritan River Drawbridge Project will replace an existing 108-year-old structure and construct a new bridge capable of better withstanding storm surge associated with future extreme weather events; and

**WHEREAS**, the Federal Transit Administration selected Raritan River Bridge Replacement Project to receive Disaster Relief Appropriations Act of 2013 funding through a competitive grant process; and

**WHEREAS**, NJ TRANSIT has completed a preliminary design for the replacement bridge with which the State Historic Preservation Officer has concurred as to its effects on historic resources; and

**WHEREAS**, a NEPA finding permitting initiation of final design is anticipated from the Federal Transit Administration by March 2017; and

**WHEREAS**, NJ TRANSIT previously contracted with Hardesty & Hanover/Gannett Fleming Joint Venture to provide consultant services for the engineering design of the Replacement of Raritan River Drawbridge Project;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is hereby authorized to amend NJ TRANSIT Contract No. 15-044 with Hardesty & Hanover/Gannett Fleming Joint Venture of Newark, New Jersey, to provide consultant services for Phase II – Preparation of Final Plans, Specifications, and Estimates for the Replacement of Raritan River Drawbridge Project at a cost not to exceed \$17,753,725, plus five percent for contingencies, for a total authorization of \$28,490,455, subject to the availability of funds.

**ITEM 1702-05: HVAC ROOF-TOP UNIT REPLACEMENTS AT HILTON, HOWELL, ORANGE AND WASHINGTON TOWNSHIP BUS GARAGES: DESIGN/BUILD CONSTRUCTION CONTRACT AWARDS**

**BENEFITS**

NJ TRANSIT's Hilton, Howell, Orange and Washington Township bus garages serve as storage and maintenance facilities for 675 buses that operate on routes throughout Bus Operations' Southern and Central divisions of the state.

These garages are ventilated, heated and in some areas cooled by approximately 75 HVAC equipment roof-top units (RTUs) per location that range in age from 20 to 30 years old. These RTUs have exceeded the typical lifespan of 15 years for this type of equipment and thus require increasing maintenance per unit to keep them dependably operational. The cost to service this equipment has increased, as parts availability is often limited and unit serviceability is difficult and time consuming for the servicing mechanics due to corrosion.

Replacement of the RTUs with more efficient equipment provides an opportunity to reduce operating costs, which is projected to be \$100,000.00 annual savings in fuel costs, as well as the potential for ancillary savings related to maintenance (labor, materials and outside service company charges) and electrical costs. The new units will be compliant with the latest American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) standards, which have been updated to reflect improved technology and will result in energy savings over the existing units. Based on current ASHRAE standards, the new units will be approximately 20 percent more efficient than the existing units. In addition, improved intelligent control technology will allow for optimized unit performance to eliminate over-heating/cooling inefficiencies.

Finally, the more energy efficient RTUs will reduce greenhouse gas emissions in the combustion of natural gas, which is the heating fuel in most of the equipment. This project also offers sustainability benefits by replacing older refrigerants with less ozone-depleting refrigerants as part of the newer equipment.

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

Staff seeks authorization to enter into NJ TRANSIT contract No. 14-055X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Hilton Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,538,650.00, plus five percent for contingencies, subject to the availability of funds.

Staff also seeks authorization to enter into NJ TRANSIT contract No. 14-056X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Howell Bus Garage's HVAC

equipment roof-top units (RTUs) at a cost not to exceed \$2,628,875.00, plus five percent for contingencies, subject to the availability of funds.

Staff also seeks authorization to enter into NJ TRANSIT contract No. 14-057X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Orange Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,406,196.60, plus five percent for contingencies, subject to the availability of funds.

Staff also seeks authorization to enter into NJ TRANSIT contract No. 14-058X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Washington Township Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,673,051.10, plus five percent for contingencies, subject to the availability of funds.

## **PURPOSE**

These contracts include the replacement of these bus garage facilities' HVAC roof-top units, which provide heating, ventilation and cooling of the garage facilities' work areas. The specific work of the Design/Build contracts will include the preparation of construction documents for plan approval by the Department of Consumer Affairs, protection of the existing building infrastructure and persons moving within and around the facilities, preparation of material laydown areas and crane pick locations, and then the subsequent removal of existing units and installation of new units, employing both crane and helicopter equipment, as necessary, adapting of roof openings with structural support member adjustments as required, and integration of the new unit controllers with new facility Building Management System controls.

Temporary heating and ventilation will be provided as required. No customer impacts are anticipated.

## **BACKGROUND**

### History

Hilton Bus Garage, located in Maplewood, NJ (Essex County); Howell Bus Garage, located in Howell, NJ (Monmouth County); Orange Bus Garage, located in Orange, NJ (Essex County); and Washington Township Bus Garage, located in Turnersville, NJ (Gloucester County), each have been in operation for more than 30 years, with many of the existing RTUs being original to the facilities.

### Procurement

The E-Bid Invitation for Bid was advertised on BID EXPRESS, NJ TRANSIT's electronic bid system, on 11/25/14 and in local newspapers on 11/25/14. Special Pre-Qualification Conference was held 12/10/14. Special Pre-Qualifications Applications were approved by Procurement and subsequently a Pre-Bid Conference was held on 3/1/16, at the NJ TRANSIT Headquarters, Newark, NJ; site visits to the garage followed the Pre-Bid Conference. Bids were opened on 6/9/16 at 2:00 p.m.

The Office of Business Development assigned a 5 percent SBE, Category 6 goal for these projects.

E-Bid 14-055X (Hilton) Results:

Company	Total Bid Price
Epic Mechanical, Inc.	\$2,538,650.00
T.N. Ward Co.	\$3,098,737.00

E-Bid 14-056X (Howell) Results:

Company	Total Bid Price
Epic Mechanical, Inc.	\$2,628,875.00
T.N. Ward Co.	\$3,750,021.00

E-Bid 14-057X (Orange) Results:

Company	Total Bid Price
Epic Mechanical, Inc.	\$2,406,196.60
T.N. Ward Co.	\$3,281,282.00

E-Bid 14-058X (Washington) Results:

Company	Total Bid Price
Epic Mechanical, Inc.	\$2,673,051.10
T.N. Ward Co.	\$3,908,066.00

Epic Mechanical has not performed any prior work for NJ TRANSIT, but has demonstrated experience with HVAC design/build which includes the following:

- Installed HVAC roof top units for a 911 Call Center in Freehold, NJ est. \$2.3 M
- Completed a design/build of HVAC upgrades at Raritan High School for Hazlet Township, est. \$1.5M
- Completed a design/build of HVAC upgrades for the Point Pleasant School District, est. \$5.4 M
- Completed a design/build of HVAC upgrades for the Mahwah Public School, est. \$1.2 M

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

**FISCAL IMPACTS**

**Requested Authorization:** \$2,538,650.00 + 5% contingency (Hilton)  
\$2,628,875.00 + 5% contingency (Howell)  
\$2,406,196.60 + 5% contingency (Orange)  
\$2,673,051.10 + 5% contingency (Washington Twp.)

**Past Authorizations:** None

**Expenditures to Date:** None

**Total Project Cost:** \$2,538,650.00 (Hilton)  
\$2,628,875.00 (Howell)  
\$2,406,196.60 (Orange)  
\$2,673,051.10 (Washington Twp.)

**Projected Date of Completion:** June 2018

**Capital Program Amount:** \$2,538,650.00 (Hilton)  
\$2,628,875.00 (Howell)  
\$2,406,196.60 (Orange)  
\$2,673,051.10 (Washington Twp.)

**Operating Budget Amount:** None

**Prints ID Numbers:** NJT00644 (Hilton)  
NJT00648 (Howell)  
NJT00646 (Orange)  
NJT00645 (Washington Twp.)

**Anticipated Source of Funds:** TTF

**DBE/SBE Goal:** 5% SBE, Category 6

**NJ Build Amount:** \$51,233.86

**Related Future Authorizations:** None

**Impacts on Subsequent Operating Budgets:** \$100,000.00 fuel savings annually

## RESOLUTION

**WHEREAS**, NJ TRANSIT seeks to maintain a state of good repair of its facilities; and

**WHEREAS**, Hilton, Howell, Orange and Washington Township bus garages serve as storage and maintenance facilities for 675 buses that operate on routes throughout Bus Operations' Southern and Central divisions of the state; and

**WHEREAS**, these garages are heated, ventilated and cooled by the existing HVAC Roof-Top Units (RTUs) that are 20 to 30 years old and have exceeded their useful life; and

**WHEREAS**, replacement of the existing RTUs with high efficiency RTUs provides an opportunity to reduce maintenance and energy costs;

**NOW, THEREFORE, BE IT RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT contract No. 14-055X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Hilton Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,538,650.00, plus five percent for contingencies, subject to the availability of funds; and

**NOW, THEREFORE, BE IT ALSO RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT contract No. 14-056X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Howell Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,628,875.00, plus five percent for contingencies, subject to the availability of funds; and

**NOW, THEREFORE, BE IT ALSO RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT contract No. 14-057X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Orange Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,406,196.60, plus five percent for contingencies, subject to the availability of funds; and

**NOW, THEREFORE, BE IT ALSO RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT contract No. 14-058X with Epic Mechanical, Inc. of Neptune, NJ, for the replacement of Washington Township Bus Garage's HVAC equipment roof-top units (RTUs) at a cost not to exceed \$2,673,051.10, plus five percent for contingencies, subject to the availability of funds.

**ITEM 1702-06: CONTRACTING OUT: BERGEN COUNTY LOCAL BUS SERVICE EXTENSION**

**BENEFITS**

This contract extension will continue to provide for the operation of local bus service in the Bergen County area on routes 751,752,753,755,756,762,772, and 780. In Fiscal Year 2016, these eight routes comprising this service served a combined ridership of 987,528 annual passenger trips. Staff has identified these routes as appropriate service to be operated more economically by seeking competitive bids for its performance.

**ACTION: (Scorecard: Financial Performance, Customer Experience)**

Staff seeks authorization to extend the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to operate eight routes in the Bergen County area for an 8-month period from March 12, 2017 through November 11, 2017 at a total cost not to exceed \$4,498,490, plus five percent for contingencies, subject to the availability of funds.

Staff also seeks authorization to exercise a 3.5-month option to the existing agreement with Community Transportation, Inc. of Paramus, New Jersey, to continue to operate eight routes in the Bergen County an additional 3.5-month period from November 12, 2017 through February 24, 2018 at a total cost not to exceed \$1,869,469, plus five percent for contingencies, subject to the availability of funds.

The combined contract extension cost with the option period is not to exceed \$6,367,959, plus five percent for contingencies.

**PURPOSE**

Authorization of this item will ensure that the Bergen County local bus service will continue to be operated safely, reliably and efficiently. Community Transportation, Inc. has been operating the Bergen County local bus service under contract with NJ TRANSIT since March 14, 2010. This current contract with Community Transportation, Inc. expires effective March 11, 2017. In order to continue the Bergen County local bus service without interruption, NJ TRANSIT has negotiated an 11.5-month contract extension to the existing agreement with Community Transportation, Inc. while NJ TRANSIT completes the new RFP process for a longer term contract. In determining that the proposed cost for this 11.5-month contract extension is fair and reasonable, NJ TRANSIT compared the cost to NJ TRANSIT's Bus Operation's Benchmark Cost for that initial first year as well as the current cost of the existing agreement.

Staff has determined that NJ TRANSIT’s cost to directly operate the Bergen County local bus service would be higher than the amount proposed by Community Transportation, Inc. The carrier will fully comply with all US DOT regulations and New Jersey’s “Conscientious Employee Protection Act.”

**BACKGROUND**

On May 10, 2016, NJ TRANSIT advertised a Request for Proposals (RFP) for the Bergen County local bus service. The RFP requested technical and cost proposals from private motorbus carriers to provide local bus service for an initial contract period of 36 months and for two-option periods for two years each. The RFP required prospective carriers to provide a proposed price for both the base contract period and the two-year option periods. The competitive procurement process utilized by NJ TRANSIT for contracting bus service provides for a comparison of private carrier cost proposals for the operation of the proposed routes to be contracted to the benchmark cost prepared by NJ TRANSIT Bus Operations. The Amalgamated Transit Union (ATU) participates in this process to enable NJ TRANSIT Bus Operations to submit its benchmark cost.

On June 23, 2016, NJ TRANSIT received two responses to the RFP, the incumbent, Community Transportation, Inc., currently operating the service under contract with NJ TRANSIT and Saddle River Trails, Inc. operating out of Wallington, New Jersey. NJ TRANSIT’s Technical Evaluation Committee (TEC) evaluated the technical proposals and cost proposals as well as NJ TRANSIT’s Bus Operations benchmark cost. However, NJ TRANSIT became aware of an RFP administrative issue which may have inadvertently affected the technical scores for the proposers. NJ TRANSIT has determined that it is in the best interest of NJ TRANSIT to cancel the RFP and re-advertise at a future date.

This item has been reviewed and recommended by the Board Administration Committee.

**FISCAL IMPACTS**

<b>Requested Authorization:</b>	\$6,367,959 (11.5 months) plus 5% for Contingencies
<b>Past Authorization:</b>	\$39,370,785 (84 months) plus 5% for contingencies (January 21, 2010 to January 28, 2017). Contract start date deferred to March 14, 2010.
<b>Expenditures to Date:</b>	\$39,210,848 (Contract payments up to November 2016 service).
<b>Total Project Cost:</b>	\$48,025,681

<b>Projected Date of Completion:</b>	February 24, 2018
<b>Capital Project Amount:</b>	N/A
<b>Operating Budget Amount:</b>	FY17 (3.5 months)    \$2,041,615 FY18 (8 months)    \$4,326,344
<b>Anticipated Source of Funds:</b>	Fiscal Years 2017-2018 Operating Budgets
<b>Prints ID Number:</b>	N/A
<b>DBE/SBE Goal:</b>	5% SBE
<b>NJ Build Amount:</b>	N/A
<b>Related /Future Authorization:</b>	Item# 0912-88 – Bergen County local bus service - Dated December 9, 2009
<b>Impacts on Subsequent Operating Budgets:</b>	Included in Operating Budget

**RESOLUTION**

**WHEREAS**, staff has determined that it is appropriate to provide local bus service in Bergen County; and

**WHEREAS**, Community Transportation, Inc. has provided Bergen County local bus service under contract with NJ TRANSIT since March 2010; and

**WHEREAS**, Community Transportation, Inc. proposed cost provides the best value and is in the best interest of NJ TRANSIT for the continuation of the service;

**NOW, THEREFORE, BE IT RESOLVED** that the Chairman or Executive Director is authorized to extend the existing agreement with Community Transportation, Inc. and to take all other actions necessary to implement and administer the agreement for the operation of the Bergen County local bus service for an additional 8-month period, March 12, 2017 through November 11, 2017 at a cost not to exceed \$4,498,490, plus five percent for contingencies subject to the availability of funds and Board approval of NJ TRANSIT's operating budget; and

**BE IT FURTHER RESOLVED** that the Chairman or Executive Director is authorized to exercise the option to extend the agreement with Community Transportation, Inc. for the operation of the Bergen County local bus service for an additional 3.5-month period, November 12, 2017 through February 24, 2018 at a cost not to exceed \$1,869,469, plus five percent for contingencies, subject to the availability of funds and Board approval of NJ TRANSIT's operating budget.

**ITEM 1702-07: GENERAL OFFICE BUILDING ROOF REPLACEMENT PROJECT – PHASE 2: CONSTRUCTION CONTRACT AWARD**

**BENEFITS**

NJ TRANSIT’s General Office Building (GOB) in Maplewood provides office space for Corporate support departments, Bus Operations, and Information Services (IS).

The replacement of the roof will ensure a watertight environment and a better insulating value for day-to-day activities and will protect and preserve NJ TRANSIT assets. Phase 1 of the project replaced approximately one-third of the roof in the area occupied by the Bus Operations monitoring control system and the telecommunications and data systems. The Phase 1 project was completed in 2016. Phase 2 of the project will replace the remaining two-thirds of the roof.

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

Staff seeks authorization to enter into NJ TRANSIT Contract No. 16-028X with Jottan Inc., of Florence, New Jersey, for the General Office Building Roof Replacement Project – Phase 2 at a cost not to exceed \$3,028,990.92, plus five percent for contingencies, subject to the availability of funds.

**PURPOSE**



This authorization will allow the complete reroofing of the area shown in the Vicinity Plan, which is currently experiencing on-going stormwater infiltration due to deterioration of the original roof system. The basis of the work includes a new three-ply, cold-applied modified bituminous membrane roof system having a granular cap sheet.

In conjunction with the roofing work, the corroded HVAC ductwork on certain rooftop units will also be replaced. Some of the demolition and reroofing will be performed during non-peak hours to minimize disruptions.

**BACKGROUND**

Procurement

The NJ TRANSIT Office of Business Development assigned a zero percent Small Business Enterprise (SBE) goal for this contract.



MTB, LLC Neptune City, New Jersey	\$ 3,550,146.00
John O'Hara Company, Inc. East Orange, New Jersey	\$ 3,847,322.94
D. A. Nolt Berlin, New Jersey	\$ 4,103,361.00
A.B.C.D. Construction Corp. Brooklyn, New York	\$ 4,231,660.00

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

### FISCAL IMPACTS

**Requested Authorization:** \$ 3,028,990.92 + 5% contingency

**Past Authorizations:** None

**Expenditures to Date:** \$ 78,000 (as of 12/31/16)

**Total Project Cost:** \$ 6,000,000

**Projected Date of Completion:** December 31, 2017

**Capital Program Amount:** \$ 6,000,000

**Operating Budget Amount:** None

**PRINTS ID Number:** NJT01085

**Anticipated Source of Funds:** Transportation Trust Fund

**DBE/SBE Goal** 0% SBE

**NJ Build Amount:** \$ 15,145

**Related Future Authorizations:** None

**Impacts on Subsequent Operating Budgets:** None

**RESOLUTION**

**WHEREAS**, replacement of the existing roof will eliminate leaks in Mission Critical operating locations; and

**WHEREAS**, the replacement roof will be compliant with current energy savings standards that result in GOB operating budget savings; and

**WHEREAS**, construction of the replacement roof and associated rooftop equipment ductwork will result in improved reliability and operating conditions for Mission Critical locations within the GOB; and

**WHEREAS**, upon completion of a competitive procurement process, it was determined that Jottan, Inc., of Florence, New Jersey, was the lowest responsive and responsible bidder;

**NOW, THEREFORE, BE IT RESOLVED**, that the Chairman or Executive Director is authorized to enter into NJ TRANSIT Contract No. 16-028X with Jottan Inc., of Florence, New Jersey, for the General Office Building Roof Replacement Project – Phase 2 at a cost not to exceed \$3,028,990.92, plus five percent for contingencies, 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 personnel matters, contract negotiations, the status of pending and anticipated litigation and matters falling within the attorney-client privilege; 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.