

APPENDIX



NEW JERSEY DEPARTMENT OF TRANSPORTATION

**COMMISSIONER
DIANE GUTIERREZ-SCACCETTI
JOINT LEGISLATIVE MEETING
SENATE TRANSPORTATION COMMITTEE
ASSEMBLY TRANSPORTATION AND INDEPENDENT AUTHORITIES
COMMITTEE
August 16, 2018**

Good morning Chairman Diegnan, Chairman Benson and
Members of the Committees. Thank you for the invitation to speak to you today
about New Jersey Transit.

As Chair of the Board of Directors, I share the concerns that have been expressed
by many about the current operation of New Jersey Transit. And let me be clear,
the Governor has every intention of delivering on his commitment to return New
Jersey Transit to the standard of excellence New Jersey commuters deserve.
That said, the message has been equally clear that this transformation will take
time. Undoing the damage that has been done by almost a decade of neglect
cannot be corrected in 213 days.

The single, most critical mission at New Jersey Transit is to complete the installation of positive train control. More than 7 years has elapsed since New Jersey Transit awarded that installation contract and only in the past seven months has there been significant progress towards its completion. It lacked leadership. Maintaining a standard of on-time performance has suffered as the result of inefficient processes as simple as maintaining a sufficient parts inventory to ensure timely repair of train cars. It lacked leadership.

The management of staff turnover through retirement and normal attrition was non-existent. Antiquated methods of attracting, training and motivating those who run the system has rendered the agency without a pipeline of new train operators and others critical to running our business. It lacked leadership.

New Jersey Transit is a long lead time agency in both major asset categories – human capital and equipment. I am happy to advise that the staff is actively engaged in the procurement of both train cars and buses to serve our riders in both the reliability and cleanliness categories.

The human capital management is in need of triage. At the Governor's direction, I have met with the commissioners of education, higher education and labor to launch a training program at the vocational/technical and community college level

to both formalize and give proper attention to the need for a consistent pool of train operators, mechanics and electricians. The need for these skills is no different from the need for licensed practical nurses, firefighters or medical technicians. New Jerseyans rely on the mass transit system and being able to staff it properly and have a pipeline to future talent is our responsibility. Leveraging the power of these departments will result in focused attention on developing these critical skills.

With only 213 days under our belts, I believe we are on a trajectory towards success with a budget approved, the focused attention of the Governor's Cabinet coming together to solve the state's most pressing customer facing issues, and the leadership at New Jersey Transit that is committed to successful implementation of the Governor's vision. My request of you is support. Support for the efforts of all involved to bring the agency to national prominence. It will be a success we can share in together.

**Testimony of Kevin Corbett
Executive Director, NJ TRANSIT
Joint Legislative Oversight Committee
August 16, 2018**

- Good morning, Chairman Diegan, Chairman Benson, and members of the Committees. Thank you for providing this opportunity to speak today.
- As a long-time commuter on the Morris & Essex Line, which I still ride every day, I've experienced the frustrations along with our customers recently and over the years.
- The issues we're faced with today, particularly the inattentiveness to implementing Positive Train Control (PTC) and staffing and recruiting locomotive engineers – which I'll speak to in a moment – were years in the making.
- I'd like to begin by setting the stage for you so you have an understanding of just how this perfect storm we find ourselves in was created.
- But I have to be honest, if anything, I UNDER-estimated the state of affairs at the agency when I arrived.
- And, unfortunately, there's no magic wand or silver bullet that addresses these issues overnight. But we've set a course to turn this ship around, and, while it will take time, we are making progress.

- Let me be clear, this isn't about making excuses – it's about explaining how we got here and, more importantly, what we're doing to fix it.
- So, let's take a look back over the past eight years.
- The PTC program was simply languishing.
- NJ TRANSIT entered into a contract in 2011 with our vendor for vehicle equipment installation to be complete by 2015.
- Yet – by the end of 2017 – they had finished equipping just 35 locomotives and cab cars in all that time..
- Up until 2014 – NJ TRANSIT had just a single full time employee assigned to PTC. From 2014 to 2016 there were only four employees assigned full time to the project.
- This was not nearly enough to meet a mission critical Federal deadline.
- When I came to NJ TRANSIT – the program was at just 12-percent completion.
- We're now at more than 58-percent.
- But although we've made progress, we are still fighting that legacy of being way behind in the implementation of Positive Train Control – PTC – and of replenishing the ranks of locomotive engineers.
- The confluence of these two challenges has resulted in a large number of recent train cancellations that I know have had a significant impact on our customers

- With respect to locomotive engineers - recruiting, retention, training and staffing has been ignored for years
- From 2010 through 2017 there were only 11 engineer training classes.
- In 2009, those who were trained were furloughed for budget reasons.
- In 2010 there were no locomotive engineer training classes at all.
- Between 2011 and 2017, there were several years with just one class scheduled – no more than two classes in any one year.
- Since that time, we've experienced a net loss of 57 engineers. That number will remain at a net loss of 48 engineers with the addition of 9 new graduating engineers that will be in service tomorrow.
- Now we have to make up for an eight-year period where we lost significantly more engineers than we hired.
- NJ TRANSIT was clearly not keeping up with the rate of attrition.
- Again, I'm outlining these issues so you have the history of how we got here.

- I believe that times of great challenge are also times of great opportunity.
- When I came to NJ TRANSIT – I knew we'd be rolling up our sleeves to turn things around.
- That process has already begun.
- We've advanced our PTC program from 12-percent to 58-percent.
- As of Friday, August 3rd, we have gotten 100 locomotives and cab cars PTC-equipped.
- We have 69 percent of all required wayside antennas, radios, and other equipment installed on the railroad rights-of-way. That's up from 39 percent on March 31, 2018.
- And we've trained 90 percent of all the engineers, signal technicians and others who need to be PTC-trained. That's up from 21 percent on March 31, 2018.
- We've accomplished more in the last 6 months, than in the previous 6 years
- While we're pleased with the progress, there is much, much more to do. Failure to meet our required numbers by December 31st is NOT an option.

- Make no mistake; there are serious consequences to NJ TRANSIT if we do not achieve these goals – such as restrictions on our ability to operate on Amtrak's Northeast Corridor and/or FRA daily fines.
- So --we continue working with the FRA to meet the milestones still in front of us.
- This effort requires cycling locomotives and cab control cars throughout the system to our two installation facilities, then on to testing at other locations, and then back into service.
- This complex logistical ballet reduces the vehicles available for service. And it means some of the already-depleted engineering force must be dedicated to PTC car movements.
- Those sorts of constraints have forced us to make some hard decisions. We've adjusted train schedules throughout the rail lines to free up equipment for PTC installation.
- That includes the coming temporary suspension of service on the Atlantic City Rail Line. I want to be clear that this is a temporary suspension! It is to allow installation of PTC equipment on the Line's locomotives and cab cars, but also all the wayside antennas, transponders and other equipment on the right-of-way.
- To date, there has been no PTC work done on the Atlantic City Rail Line, which is why we've been left with no option but to suspend service on the line, given the short time we have left to meet our Federally-mandated milestones before the end of the year.

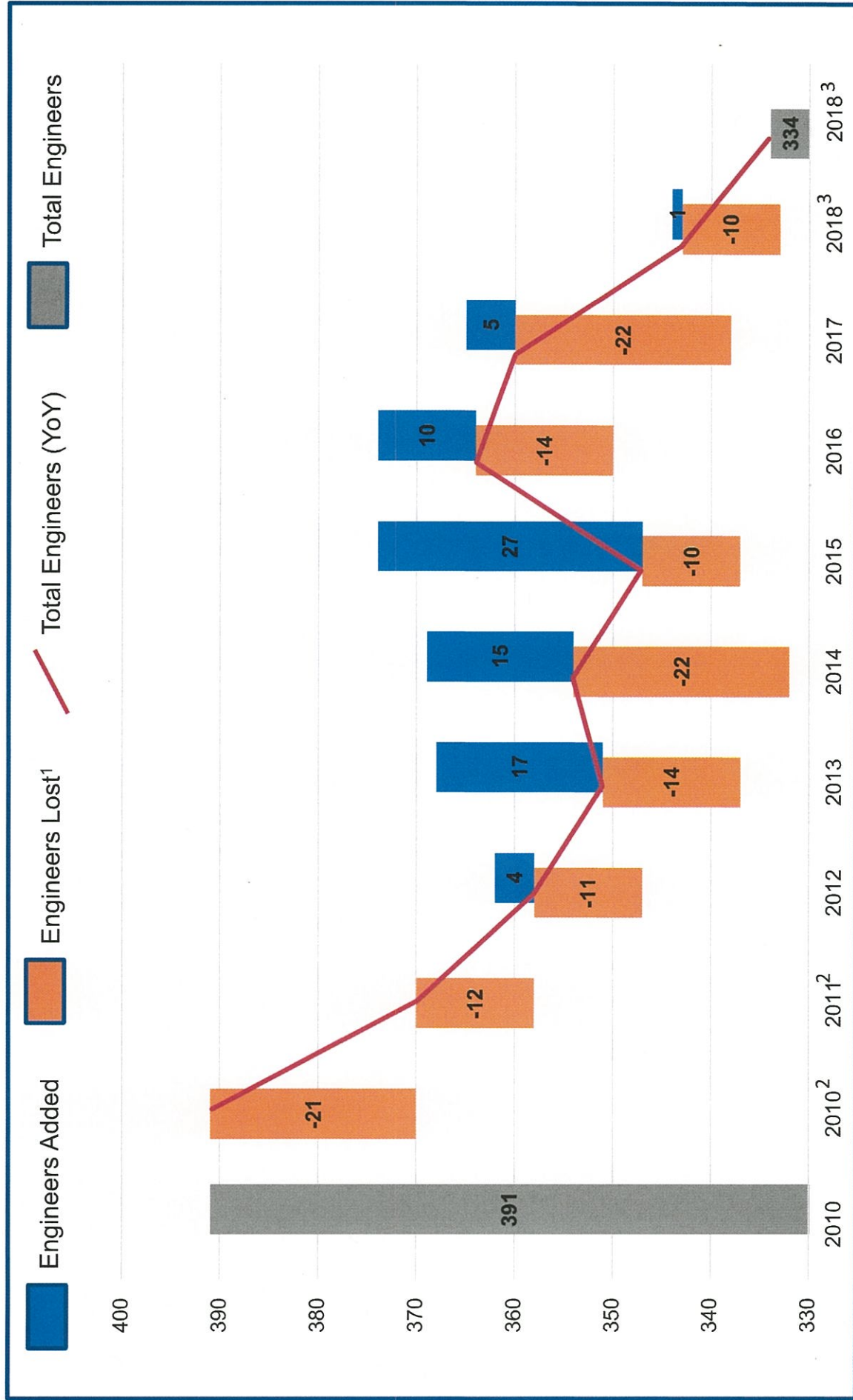
- Concurrently, we'll also be replacing a section of rail that needs to be done and can be timed with the PTC installation
- When PTC installation is complete, we will resume service on the Atlantic City Line.
- We also plan to spend a day at stations along the Atlantic City Rail Line this Monday to talk to customers in person. Myself and senior and executive staff will be at the Atlantic City Rail Terminal from 8am – 11:30am; and Lindenwold Station from 3:30pm – 6:30pm
- We will follow that up with a visit to Philadelphia 30th St. Station the next day, Tuesday, August 21st from 3pm – 6pm.
- While we are driving PTC installation forward, we're also taking meaningful steps to address the locomotive engineer shortage.
- But as I've said -- this will not happen overnight.
- The training of a locomotive engineer takes approximately 20 months to complete.
- We have a class just finishing up this week and those nine new engineers will provide much needed relief.
- Moving forward – we're conducting four training classes per year – with staggered graduation dates to keep up with and exceed the rate of attrition to erase the deficit we're in.
- We're incentivizing current conductors to become engineers. By doing this, we can leverage their experience on the railroad and accelerate their engineer training to less than a year.

- We have submitted a letter to the Employee Residency Review Committee for an exemption to the residency requirement for certain employees in critical operations positions like, engineers, conductors, mechanics, electricians and bus operators.
- We have Rail facilities in New York and Pennsylvania, and despite the interest from these two areas, we're unable to successfully recruit out-of-state residents.
- Expanding the applicant pool to staff these critical positions would have a meaningful impact on the recruiting process.
- We're also bringing in rail consultants to assess our training curriculum in an effort to streamline the program and look for efficiencies to reduce the length of time it takes – while still remaining FRA compliant.
- While we look to advance these measures to compress the program – we will not compromise our high safety standards when it comes to training new engineers. Whether it's during our PTC installation or our engineer training – NJ TRANSIT remains a safe railroad.
- And – we will maintain our commitment to safety as our top priority now – and in the future.
- In addition to safety, we're committed to doing better in the other areas that are completely within our control.
- One of those areas where I believe we can make a big difference right now is through improved communications.

- We've unified our operations communications groups into a central location in our state-of-the-art Emergency Operations Center.
- This is the "war-room" atmosphere and approach that the Governor mentioned last week.
- By centralizing our operations communications and combining it with our social media team in one room – we believe this will streamline the communications process in both getting messages to customers as well as from them through social media.
- We know this system works as it has proven itself in the past.
- We only have to look back at last summer to the Amtrak track outages in Penn Station New York.
- And within my first few weeks on the job, I saw this work first hand during a barrage of snow storms.
- This focus on improved communications has also led us to becoming more proactive.
- We've begun to alert customers the night before – when we know certain trains will be cancelled the next morning due to PTC equipment availability -- to give customers as much notice as possible of service changes.
- Arming customers with the necessary information, with ample advanced notice, allows them to make an informed decision about their commuting options that best suits their work/life circumstances

- Unfortunately, this is not an exact science as we are always looking to maximize the number of trains we can run in the interest of serving our customers – sometimes that means making adjustments in employee and equipment assignments up until the last minute.
- We look forward to continuing to find improvements and making refinements in the ways we communicate with our customers.
- While it may not be perfect all of the time, we believe this “war – room” structure will allow for better a more timely notifications and communication
- Chairmen and members of the Committee. Thank you for providing me the opportunity to discuss these matters with you today.
- Now I am happy to take your questions.

NJTRO Engineer Corps has been depleted since 2010 due to attrition and insufficient training capacity

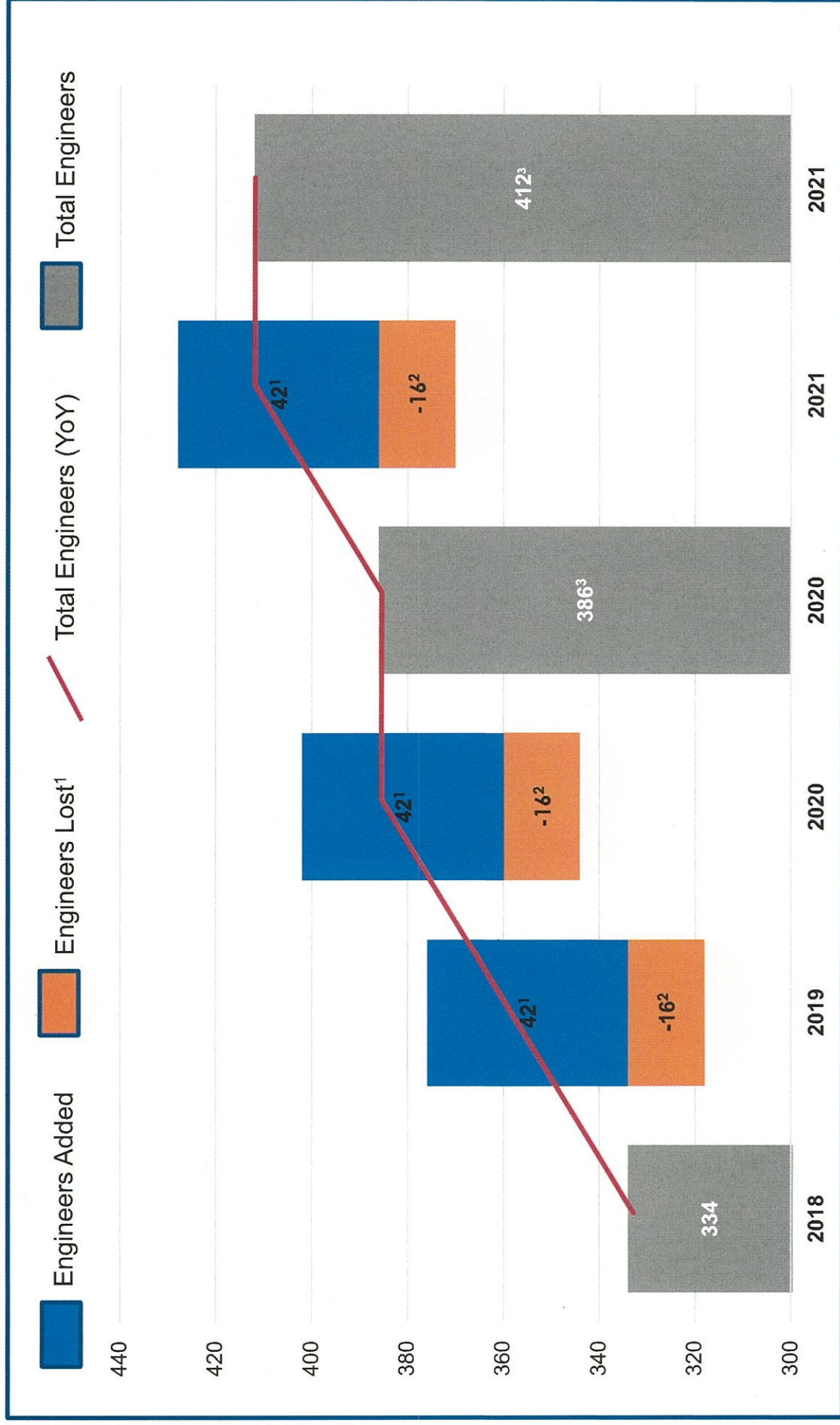


1: Losses include retirements, resignations, and terminations.

2: 2009 training class that would have entered service year-end 2010 was furloughed upon graduation; no training classes started in 2010

3: 9 additional engineers are anticipated to graduate in 2018 from the 2017 training class bringing the total engineer corps to 343

NJTRO will replenish its locomotive corps to full strength in 2020 under new training regime



1: New training regime projected to include 4 annual training classes of 21 students each; assumes current graduation rate of 50%

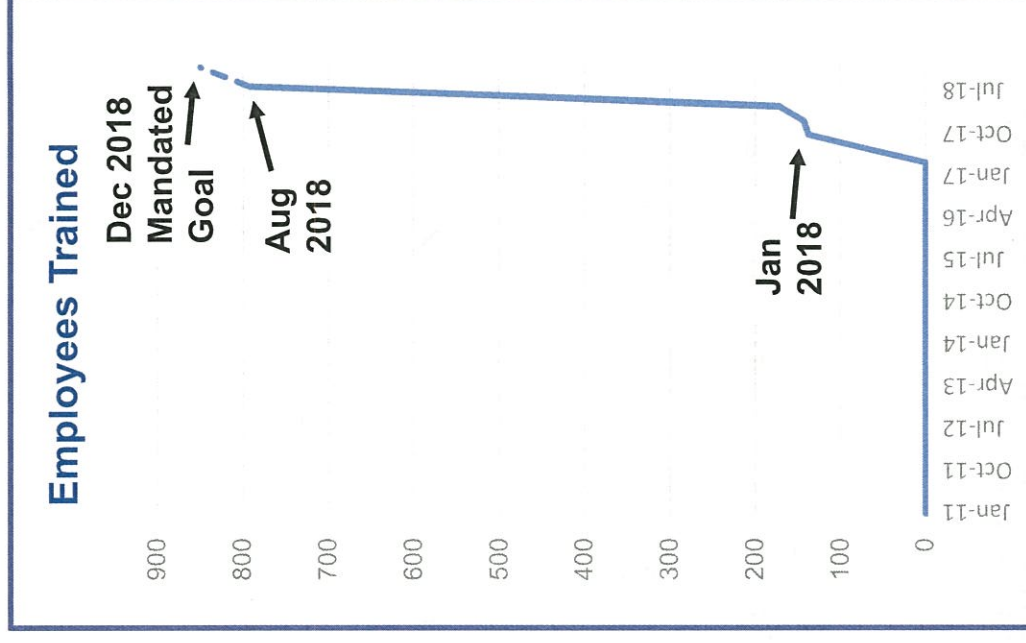
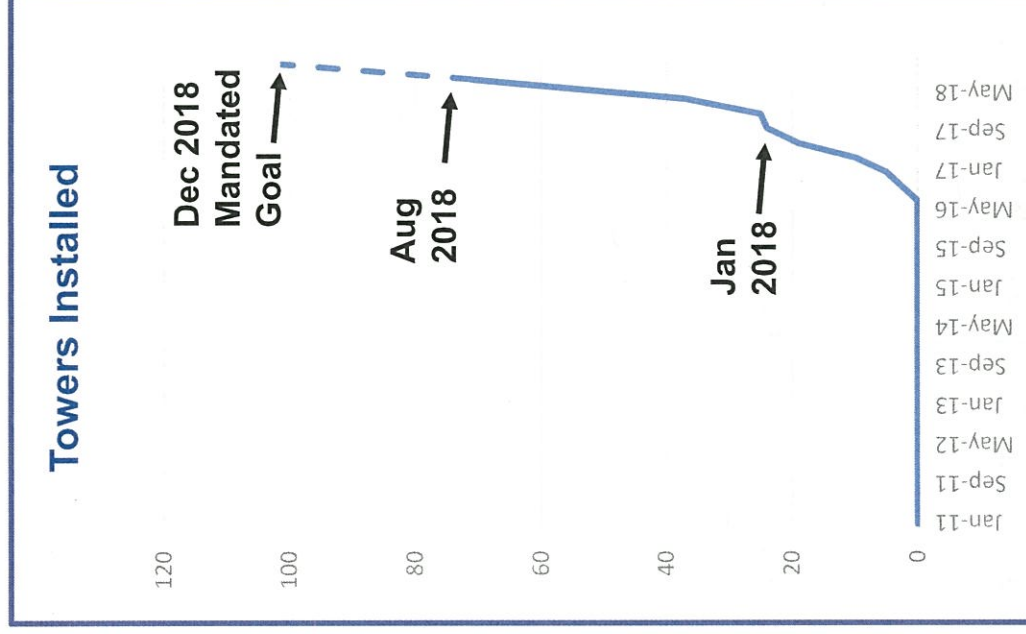
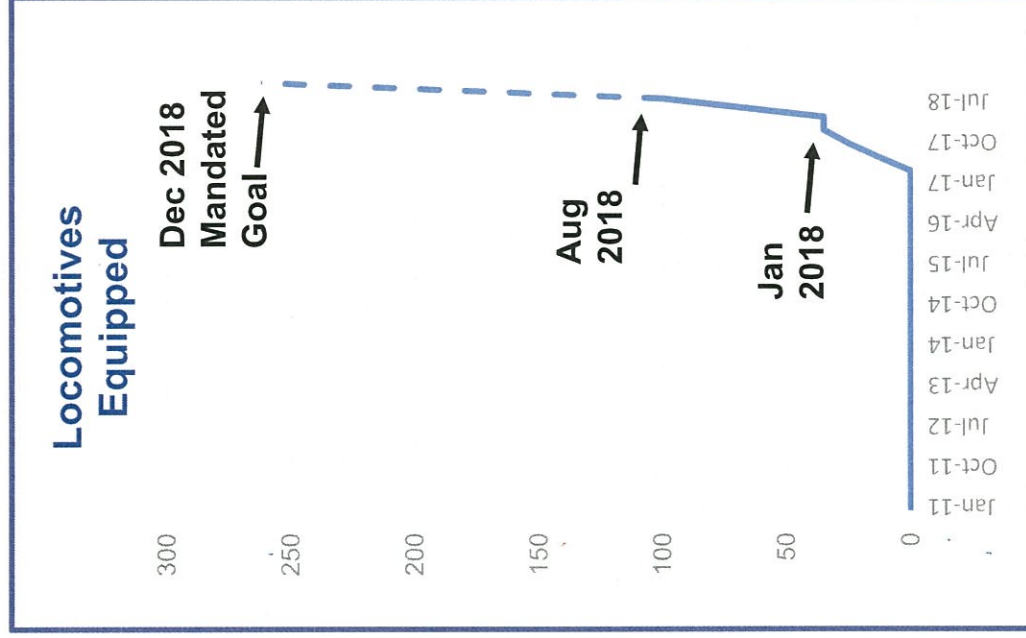
2: Attrition rate for 2009-2017 has been 16 engineers annually across resignation, retirement, and termination

3: NJTRO needs 383 engineers to operate at full strength for its current schedule; expanding to 400+ will allow NJTRO to expand its service capacity

Since January 2018, NJ TRANSIT has made significant progress towards PTC implementation

PTC Implementation Progress Report

- Since Jan. 2018, significant progress was made on tower installation (23% to 64%) and employee training (17% to 90%).
- Significant additional effort is necessary to achieve the mandated goal for locomotive equipment (currently at 35%)
- Equipping locomotives will be a top NJT priority between now and the federally mandated Dec. 2018 deadline



Since January 2018, NJ TRANSIT has made significant progress towards PTC implementation

	Actual as of 3/31/2018	Actual as of 8/3/2018	Target by 12/31/2018	Remaining Quantities
Vehicle Installation	35	100	282	182
Wayside Interface Units	54	93	119	26
Wayside Poles	43	82	111	29
Wayside Antennas	37	71	111	40
Employee Training	172	1029	823	80 ¹

1: In certain employee classifications, like engineers and roadway workers, NJ TRANSIT has exceeded its year-end training goals. In other employee classifications, like installers, maintainers and testers, NJ TRANSIT has about 80 more employees to train to meet 100% of its employee training goal

LACKAWANNA COALITION STATEMENT FOR LEGISLATIVE HEARING 8-16-18

I am David Peter Alan. I live and practice law in South Orange. I appear today as Chair of the Lackawanna Coalition, which began on the Morris & Essex Line and advocates for better service on NJ Transit on behalf of the riders and their communities, and has done so since 1979.

I have been riding on the Morris & Essex rail line and other local transit since long before then, and I can tell you that in my experience, our transit has never been less reliable. For the first time, we never know whether or not a particular train will run, because so many of them are annulled or canceled, often without any advance notice. For commuters, this means waiting for an overcrowded train to the office, getting there late, and risking the consequences on the job that result from arriving late. For those of us who depend on transit for all of our mobility, the damage is much worse. On week-ends, these annulments have forced us to endure gaps of two, three or even four hours between trains; long enough to frustrate our plans for the entire day. This interferes with our lives to a degree that is absolutely intolerable.

The Murphy administration, including incumbent management, has blamed the former Christie administration and its anti-transit policies for the difficulties that its riders face. I do not dispute that, but the Murphy administration has been in office for seven months and has continued or exacerbated the failed Christie policies in the areas of employee relations, capital projects management, rail service planning and customer communications.

Even before Gov. Murphy took office, his transition chief ordered the forced resignations of some NJ Transit managers and secretaries; an order that was never rescinded. Employee morale plummeted. Executive Director Kevin Corbett blamed the current engineer shortage on engineers "playing hooky"; an assertion that certainly does not help the agency attract dedicated employees.

The requirement for Positive Train Control (PTC) first came from Congress ten years ago. Even with a strict deadline coming at the end of this year, incumbent management has been so slow to install the new system that they are cutting service to make equipment available. That is why they are eliminating the Atlantic City Rail Line and cutting service on the Raritan Valley Line after Labor Day without public hearings; a move that we believe violates *N.J.S.A. §27:25-8(d)*, which does not distinguish between temporary and permanent service eliminations in requiring notice and hearings.

Management missed an opportunity to alleviate the situation this summer, when they could have consolidated peak-period trains because ridership is lighter in the summer, thereby accommodating commuters on fewer trains while making more equipment available for conversion. This would have reduced the number of engineers needed, which would have substantially reduced or eliminated the current rash of train annulments. The opportunity they missed could cost riders dearly this fall.

Management has also kept their customers in the dark until trains are almost due at the station; hours after they are actually annulled. This disrupts our lives, whether we commute or, especially, if we depend on transit. We saw advance notice of a few annulments earlier this week, but much more improvement is needed.

This management has demonstrated a disrespect for its riders, its employees, and the law. In addition to the issues I have mentioned, they placed two major items onto Board agendas without giving us notice or the opportunity to be heard, in violation of the Open Public Meetings Act, *N.J.S.A. §10:4-9(a)*. At the Board meeting last Wednesday, my colleague, Joe Clift, asked which Board

members came on transit. None raised their hands. I asked the same questions ten years ago, with the same result.

Our under-performing transit is not a partisan issue. NJ Transit's problems are systemic, and the fault lies with both parties, including the current administration, and you legislators. The NJ Transit Board was and still is a rubber stamp, which went for more than twelve years, including most of the Christie administration, agreeing unanimously with management on every issue. In 38 years, the Board only voted against management twice, in 1995 and 1996. If this is proper governance, I can't imagine what is not.

We riders do not have a single seat on that Board. My own Assemblyman, John McKeon asked me for language for non-political appointment of rider-representatives. I submitted it to him, and I never heard from him again. Neither of the current bills, A-1241 or S-630, do anything to reform NJ Transit; they only add more political patronage to an ineffective Board. They will do nothing to advance the cause of better transit for the riders, so we oppose them. If you are willing to change those bills and allow us to have genuine representatives, including persons like me who depend on transit for all of our mobility, it would be a huge step in the right direction. As an example, I have submitted my own credentials. I understand that there are two seats open, and Gov. Murphy can appoint two transit-dependent rider-representatives now, if he so chooses. A transit board with no riders, and especially no transit-dependent persons, makes as much sense as a highway Board without a single motorist.

We can't say much about specific solutions to NJ Transit's current woes, because we are not told enough to assist in making decisions about solving them. That would require seats at the table, which you continue to deny us in the new proposed legislation. If you're not at the table, you're on the menu, and we transit riders are sick and tired of being on the menu.



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LIST OF EXHIBITS

Exhibit A: David Peter Alan: OpEd column from *Star-Ledger*, January 18, 2018 at 30, cols. 1-2

Exhibit B: Lackawanna Coalition Statement to NJ Transit Board, August 8, 2018

Exhibit C: Analysis of current failures at NJT by Coalition member Joseph M. Clift, August 14, 2018

Exhibit D: Lackawanna Coalition "Talking Points" document for legislative campaign, March, 2018

Exhibit E: Memorandum to Asm. John McKeon and other legislative leaders, March 22, 2018

Exhibit F: David Peter Alan Transportation Advocacy Credentials

Exhibit G: Current issue of *Railgram* for July-August, 2018

Exhibit H: May-June, 2018 issue of *Railgram*

Exhibit J: March-April, 2018 issue of *Railgram*

Exhibit K: January-February, 2018 issue of *Railgram*

Opinion

Star-Ledger Thurs 1-18-18
at 30, Cols 2 & 3

TRANSPORTATION

Murphy stumbles with NJT purge

David Peter Alan Guest Columnist

I have been a frequent rider on NJ Transit throughout its 39-year history and a citizen-advocate for 33 of those years, and I have seen the agency go downhill firsthand. Gov. Phil Murphy repeatedly criticized NJT and the service it has provided to its riders lately. He has rightly blamed the policies of the Christie administration, including a lack of funding.

Citizen advocates have made the same complaints for years, and we were hopeful that a new governor would make meaningful, positive reforms. However, we cannot agree with Murphy's initial action before he took office: firing innocent employees who did not cause the agency's internal woes or the difficulties that riders face daily.

Part of the Murphy plan is to fire employees who were Christie patronage appointments. Star-Ledger reporter Larry Higgs and reporters for other media outlets named some of them last month. We know who they are, too. If the new administration wants to use appropriate legal means to remove them, we will be glad to see them go.

Last week's firings, however, bear no resemblance to any such legal method. A number of NJT employees were given "resign-or-else" letters on orders from the Murphy transition team — not the same list of hangers-on of which we read, but also employees who have given long and distinguished service to the agency, including some who never had policymaking authority. This was not the standard housecleaning of a new administration, but executive overreach into the inner workings of an agency designed by statute to be independent from state government.

The Transportation Act of 1979 chartered NJ Transit, specifically establishing it as a corporation independent of the New Jersey Department of Transportation, which previously had direct authority over the state's transit. NJT is not a state agency under the direct control of the governor. Instead, it is an independent body, with its own board of directors, and its own rules and procedures. The governor has influence at NJT and appoints the members to the board, but the statute does not allow the governor to micromanage the agency through such decisions as hiring and firing employees.

Despite this legally mandated separation, a number of NJT employees were given ultimatum letters, on orders from the Murphy transition team, through the office of NJT's departing executive director. They should not have

Eliminating experienced and dedicated managers would wipe out institutional knowledge that enabled NJ Transit to survive years of abuse and neglect.

been coerced into giving up their jobs.

The managers at issue joined NJT before Christie took office, so they are clearly not his protégés. We believe they are doing the best they can, especially since the Christie administration never gave them the funding or the backing necessary for the level of service we riders need and deserve. Other employees targeted are secretaries with no line authority, whose duties are strictly administrative. They are not political hacks and do not deserve to be forced out of their jobs.

This purge designed to improve the agency may, in fact, have the opposite effect. Eliminating experienced and dedicated managers would wipe out institutional knowledge that enabled NJ Transit to survive years of abuse and neglect. This could lead to even worse performance. Murphy's action may also give the public the illusion that the central problem is simply bad management due solely to political patronage. In reality, citizen transit advocates strongly believe that the underlying problem is the chronic lack of funding. Even the best managers can do only so much with limited, dwindling resources.

If Murphy is serious about fixing NJ Transit, he will make a major commitment to adequate, stable funding. Otherwise, the daily delays and breakdowns, and the risk of accidents, will increase.

We hope that the new governor will rescind the mistake made by his staff, allow the innocent people who are slated to lose their jobs to continue in the service of the riding public, and enable the sort of transportation professionals who gave NJT the good reputation it once had to operate the transit we need and deserve.

David Peter Alan is chair of the Lackawanna Coalition, an independent organization that has advocated for better transit since 1979. He lives and practices law in South Orange.

Exhibit "A"

LACKAWANNA COALITION STATEMENT FOR NJT BOARD MEETING 8-8-18

The changes in our right to address this Board, which begin today, include a significant reduction in the amount of time available to us. Instead of the two five-minute opportunities to comment that we had before, we are now allowed only a single five-minute statement. We could say that for giving up this opportunity to be heard, we will no longer be forced to wait through the entire executive session; a feature that discouraged the sort of expression that the First Amendment to the U.S. Constitution is designed to protect. The current start time has shortened our wait by sixty minutes, which is a step in the right direction. We must insist on another change, which is an assurance from you, Commissioner, that if an executive session is still ongoing at 10:00, it will recess until the public portion of the meeting is concluded, so we will no longer suffer the inconvenience of being forced to wait through an entire executive session before we are permitted to exercise our right to speak.

Concerning today's agenda, I addressed the budget issues last month. I have submitted a copy of my statement as an exhibit, and I incorporate those remarks by reference as part of today's record.

There are other issues that must be dealt with immediately. I have been riding the Morris & Essex Line and other lines now operated by NJ Transit for more than sixty years and have advocated for your riders for more than 33 years, and our transit has never been worse. I have been informed that the entire Morris & Essex Line schedule ran last Saturday. That used to be commonplace. Now it is rare. There have been so many annulments lately that we can no longer count on the transit specified in the schedules, which we consider the contract between NJ Transit and us, the riders. I said that to Paul Mulshine in my personal capacity, and I stand by it factually today. This epidemic of annulments inconveniences commuters, who might not get to their jobs on time and must endure overcrowded trains. For those of us who depend on transit, the situation is even worse. On week-ends, we have been forced to endure gaps between trains of two, three, and even four hours.

You motorists who decide how much mobility we are permitted to have are not affected by any of this. But when you reduce the amount of mobility that you dole out to us who depend on transit, as if we are welfare recipients whose benefits you can reduce at will, you interfere with our lives. This is absolutely unacceptable.

The impending suspensions of the Atlantic City Rail Line and the New York trains on the Raritan Valley Line are very troubling, because those discontinuances may be unlawful, and because we do not see how this level of inconvenience to your riders will be very helpful in alleviating the shortage of engineers. Advocates from South Jersey helped get Atlantic City rail service restored in 1990. Now you plan to eliminate all of it without a hearing, which might violate *N.J.S.A. §27:25-8(d)*, a provision that does not distinguish between temporary and permanent elimination. Through a campaign that we support, the Raritan Valley Rail Coalition has fought for years to get direct service to New York, and you now plan to eliminate it, also without a hearing. This leads to the conclusion that, if advocates pushed for a service enhancement, it will forever be vulnerable. We do not see how this inconvenience to the affected riders will help alleviate the engineer shortage, either. Cutting back all Raritan trains to Newark might free up one engineer at a time. Killing Atlantic City service can only make as many engineers available as are qualified to operate on the Newark or Hoboken Divisions, which are a long distance from South Jersey. We don't know how many there are. In other words, the affected riders could be forced to pay very dearly for only a small benefit. We strongly urge you not to eliminate these services.

We are also deeply concerned that nobody of appropriate authority at NJ Transit has specified a date certain on which you expect full service on the affected lines to be restored, if you do eliminate them. If these cuts are truly for a limited time only, you can tell us exactly when those services will come back. We remember the express train from Hoboken to Gladstone that was eliminated in 2001, purportedly temporarily to accommodate track work in the Bergen Hill Tunnels. That train never came back, as Amtrak service between New Orleans and Jacksonville was "suspended" for Hurricane Katrina in 2005 and never came back, either.

We are concerned that we will lose those trains permanently, and we are also concerned that we cannot count on any particular scheduled train actually running. We want to work with you on solving this mobility crisis, but that is possible only if you are forthright with us, your riders, when you think of cutting our transit.

Exhibit 'B'

20.

DAVID PETER ALAN, Chair

Comments by Joseph M. Clift* Regarding New NJ Transit Administration Failures, 08/14/18

Recent management actions by the new Murphy-appointed NJ Transit administration perpetuate or exacerbate poor practices and the resulting management failures of the previous Christie-appointed administration:

1. HR abuse (forced resignations): A group of some 20 managers and secretaries, many of them long-term non-partisan professional employees, were ordered by Murphy transition staff to submit resignation letters upon penalty of not having a job after inauguration, and quite a few letters were "accepted" by the new NJT administration. These actions were meanspirited, unprofessional, unethical and illegal. This entire incident makes NJ Transit a far less attractive place to take a job than if conventional HR practices had been followed.

2. Capital Projects mismanagement (PTC): The new Murphy-selected Executive Director took over officially on Feb. 14th. By March 31st, six weeks had elapsed, sufficient time to get a handle on the Positive Train Control project (PTC) and identify the super-critical need to ramp up production tremendously to meet the year-end legal requirement that 282 cabs be equipped for PTC. That would have required an average of 27 cabs per month be equipped for the remaining nine months of 2018 ($282 - 35 = 247$ cabs / 9 months = 27.44 cabs/month). "Cab" refers to all locomotive, Electric Multiple Unite (EMU) and "cab car" control cabs.

But THAT DID NOT HAPPEN! Instead, production fell far short, averaging only 15 per month from April 1 thru August 6 ($65 \div 4.21 = 15.45$ cabs/month), little more than half what was required. The lower output resulted in a deficit of 50 cabs ($27.44 - 15.45 = 11.99$ deficit per month $\times 4.21$ months = 50.48).

The direct result is a need now to further ramp up production through year end to 38 cabs per month ($282 - 100 = 182$ cabs / 4.83 months = 37.66 cabs/month) to make up the deficit; a whopping 2½ times the recent 15-per-month rate!

This higher rate through year-end is the direct result of the new NJT administration failing to get on top of PTC as soon as it could have and should have. This higher rate now required is the direct cause of killing the Atlantic City Rail Line entirely as well as the Raritan Valley Line off-peak one-seat ride to New York, both required to free up more cabs to meet the higher PTC production rate.

3. Rail service planning failure (train annulments): Top management and Rail Operations management failed to recognize the need for and set up a consolidated summer schedule with about 15% fewer peak-period seats (possible with customer vacations), that could have been handled with fewer cars on fewer trains with no significant reduction in service frequency.

This schedule would have been the only way to address two extremely critical needs without impacting riders:

a. Reduced locomotive engineer requirement, which would have eliminated the need to annul trains due to insufficient engineers.

b. Reduced cab requirement, which would have made faster cab conversions to PTC possible without annulling trains or otherwise reducing service.

This was a huge self-inflicted missed opportunity!

4. Communications/Dispatching Coordination Failure (alerts come too late): Top Management, Communications management and Rail Operations management failed to recognize the importance of providing alerts on annulled trains hours (and not minutes) before train departure, making alerts far less valuable.

It is now recognized that much tighter coordination between Communications & Dispatching will allow multiple-hours' warning, enabling riders far greater latitude to re-plan their day, by earlier or later or alternate mode travel, instead of simply waiting for and cramming onto the next train.

* Joseph M. Clift served as Director of Planning and Director of Strategic Planning for the Long Island Rail Road and Manager of Operations Improvement and Strategic Planning Analyst for Conrail. He holds a B.S. degree from the Massachusetts Institute of Technology and an M.B.A. from the Stanford Graduate School of Business. Contact info: [REDACTED] [REDACTED]

Exhibit "C"
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LACKAWANNA COALITION
Box 283
Millburn, N.J. 07041
www.lackawannacoalition.org

MEMORANDUM

FROM: David Peter Alan, Chair

TO: Asm. John McKeon
Sen. Robert Gordon
Asm. Dan Benson
Sen. Loretta Weinberg

Dated: March 22, 2018

Re: Proposed amendments to A-1412 and S-630 to promote reform and rider representatives at NJT

This memorandum is in response to a request from Assemblyman John McKeon for language that would promote a non-political means to secure rider representation on the New Jersey Transit Board of Directors, ensure that some members of the NJ Transit Board depend on transit for all mobility, eliminate secrecy at NJ Transit, including by the Passenger Advisory Committees that are part of the subject matter of this legislation, and to eliminate NJ Transit's authority conferred by P.L. 2016, Ch. 52 to eliminate service for an interval up to two hours without notice to the riding public.

This request was made in a meeting that took place on Monday, March 5th at Assemblyman McKeon's office. Since S-630 has been introduced since that time, this memorandum will address both bills with identical recommendations. In addition, a new issue has arisen concerning sovereign immunity for NJ Transit. We have added a recommendation that any new bill include language that specifically waives any assertion or defense of sovereign immunity by NJ Transit in any litigation.

Our top legislative priority is the repeal of P.L. 2016, c. 52, which allows New Jersey Transit to reduce service on any line at any time, by up to two hours, without notice to the riding public or an opportunity to be heard concerning any such service reduction. We are deeply disappointed to see that the offending provision is still present, in Sec. 8(d) at page 17, lines 28-35 in Bill A-1241 and at page 19, lines 13-19 in Bill S-630:

except that the corporation shall not be required to hold a public hearing for a change in service that does not: (1) increase fares; (2) eliminate a current motorbus regular route or any rail passenger service; or (3) change the time of a motorbus regular route or rail passenger service by more than two hours from the corporation's currently adopted schedule or timetable, so long as these services are provided at least three times daily, excluding holiday

We call for the elimination of the "exception" mentioned in the above-cited text.

Interpretive statement: It is imperative that the public receive notice when New Jersey Transit

Exhibit "E" 22

LACKAWANNA COALITION TALKING POINTS FOR DAY IN TRENTON, MARCH 5, 2018

1. We oppose A-1241 in its present form.

This bill purports to reform governance and improve performance at NJ Transit. In fact, it would do neither. Our top legislative priority is the repeal of P.L. 2016, Ch. 52, which allows NJT to cut service by up to two hours without notice to the public. That provision is still in the current bill. So is a provision that would allow NJT to shorten the service day by 30 minutes at both the beginning and end, also without notice. We call for riders to be notified of any service cut, no matter how small.

The bill also adds the political patronage positions on the NJT Board, without ensuring that any members are actual transit riders when appointed or during their terms. There is no provision for ensuring that any persons who depend on transit for all mobility would be on the NJT Board. There is also no recognition of otherwise-recognized representatives of the riding public, nor is there a non-political path to appointment to the Board. We strenuously object to all of these provisions of the bill.

2. We call for more operating funding and more prudent use of capital funds in the NJT budget.

NJ Transit does not have enough money to run the service that we need and deserve; especially service outside peak-commuting hours. Our residents, employees and visitors should not depend on one-shot funding fixes. We deserve secure, stable and sufficient operating funds for our transit. On the capital side, funding should be directed toward the most important uses, including new capacity into Penn Station, New York, with money for less-needed projects to be re-directed toward that purpose.

3. Our plan for a "Better Gateway" and why we need it.

With recent changes in Washington, we do not see how the current Gateway Project will be built in its entirety. New Jersey's riders need more capacity into Penn Station for their commute. This can be accomplished in a cost-effective manner by building one new tunnel and track into Penn Station (two if there is sufficient funding), one new bridge with sufficient capacity to replace Portal Bridge, and extending Tracks 1 through 4 to the West End Concourse at Penn Station. The proposed Penn South station, additional infrastructure at Secaucus, and the a second bridge to replace Portal are not needed and should not be built. In short, build what is needed and affordable, without the other parts.

4. We need legislative oversight to push NJ Transit to improve mobility WITHIN New Jersey.

NJ Transit's current operation has been called "NY Transit in NJ" to demonstrate the lack of service and connectivity available to persons who want to go from one place in New Jersey to another. We call upon this Legislature, as our elected officials, to use its oversight power to push NJ Transit to add service outside peak-commuting hours, schedule transit of all modes so they connect well to get people between points within New Jersey, and to make better use of its facilities at Hoboken Terminal.

5. Riders need reform at NJT, with genuine participation in decision-making concerning transit.

There are no representatives of the riding public on the NJ Transit Board of Directors. There are no regular transit riders on the Board; much less anyone who depends on transit. In other words, the persons who need transit the most are completely unrepresented when decisions are made that limit their mobility. This is absolutely unacceptable. There should also be regular channels for full participation by riders and their representatives in the decision-making process at NJ Transit. All NJT committees and meetings must be open to the public for full participation, unless secrecy is prescribed by law. There should be no service cuts of any kind without notice to the public and a hearing. NJ Transit should also be completely transparent, to the maximum extent permitted by law, and we call on this Legislature to exercise its oversight authority to accomplish that purpose.

Overall, NJT must be removed from the political process in the State and restructured as an independent agency with an independent, non-political Board, a separate legal department, non-political appointments to Board and management positions, and a requirement that all Board members and managers ride transit regularly, and a majority of Board members depend on transit for all of their mobility.

Exhibit "D"
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plans to reduce their transit service. When the last runs of the service day were eliminated on several lines in September, 2015, there was no notice to the public and some riders were stranded because they did not know that their effective curfew had been changed to an earlier time. The differences ranged from 45 minutes on the Morris & Essex Line (later restored to a 23-minute difference through the efforts of the Lackawanna Coalition) to 108 minutes on the North Jersey Coast Line.

The original intent of P.L. 2016, c. 52, as shown in the bill's legislative history, was to require notice and a hearing whenever New Jersey Transit reduced service. We supported the bill when its original title and language supported that intent. An exception was carved out to allow service reductions of up to one hour without notice, and that exception was later expanded to two hours. We do not know how the bill was changed during the legislative process, but do not believe that it is fair, equitable or appropriate for New Jersey Transit to reduce service without first giving adequate notice to riders who would be affected by the service reduction. Although a requirement for notice does not guarantee that the public will ultimately be able to persuade New Jersey Transit to change its mind and rescind the proposed cuts, it will at least enable affected riders to know in advance that they may be losing some mobility, so that they can plan alternatives before a cut goes into effect, if possible. This is especially critical for the roughly 20% of New Jerseyans who do not have access to an automobile.

Similarly, at subsection 8(f) at Page 18, lines 37 to 48 in Bill A-1241 and at Page 20, lines 22 to 32 in Bill S-630, we call for the 30-minute exception at the beginning or end of the service day (at line 27) to be eliminated:

f. For the purposes of this section, "substantial curtailment" and "substantially curtail" shall include, but need not be limited to: the elimination of a motorbus regular route, scheduled trip, or scheduled stop along a motorbus regular route or of a rail passenger service line, scheduled trip, or scheduled stop along a rail passenger service line; a reduction [of 30 minutes or more] in the beginning or end of service for the corporation's adopted schedule or timetable for a scheduled stop along a motorbus regular route or rail passenger service line; and any change to a motorbus regular route or rail passenger service which may increase barriers to accessibility for a person with disabilities.

Interpretive statement: Reduction in the span of the service day can have a significant negative effect on mobility for transit riders, especially those who depend on transit for all of their mobility. They have a right to know before the portion of the day when they are granted mobility by New Jersey Transit is reduced. As we stated concerning the repeal of New Jersey Transit's power to reduce service without notice to the public, they should also be required to notify the affected riding public before reducing the length of the service day on any line by any amount of time.

We recommend amending Section 4(a) as follows:

4. a. There is hereby established [in the Executive Branch] as a free-standing instrumentality of the State Government the New Jersey Transit Corporation, a body corporate and politic with corporate succession. For the purpose of complying with the provisions of Article V, Section IV, paragraph 1 of the New Jersey Constitution, the corporation is hereby allocated within the Department of Transportation, but, notwithstanding [said] that allocation, the corporation shall be independent of any supervision or control by the department or any body or officer thereof, and of any supervision or control by the Governor of New Jersey or by any member of his or her staff. The corporation is hereby constituted as an instrumentality of the State exercising public and essential governmental functions,

and the exercise by the corporation of the powers conferred by this act shall be deemed and held to be an essential governmental function of the State. Notwithstanding such declaration, the State of New Jersey hereby waives any rights that it might have to assert any claim or defense of sovereign immunity on behalf of the New Jersey Transit Corporation, in any State or Federal Court, at law or equity.

Interpretive statement: As representatives of the riding public, the Lackawanna Coalition believes that many of the problems currently facing New Jersey Transit result from day-to-day management of NJ Transit by governors over the years, going back to 1982. We believe that the corporation should be managed by transportation professionals, regardless of who occupies the office of governor. We understand that some level of gubernatorial and legislative oversight is necessary and even desirable, but it should not extend to the level of day-to-day management. That should be left to professionals who have knowledge of public transportation and its optimal management. Therefore, we call for New Jersey Transit to be organized and operated as a free-standing State instrumentality.

We have also been informed that New Jersey Transit is asserting claims or defenses of sovereign immunity. We do not believe that such claims or defenses are appropriate to an organization that provides transit services for the public, even though other transit providers are also part of the public sector. We are concerned that assertions of sovereign immunity could interfere with other federal or state legal protections for the riders or employees of New Jersey Transit. New Jersey Transit should not be considered under the direct control of a "king who can do no wrong" as the doctrine connotes. It is antithetical to a representative democracy/democratic republic and NJ Transit should not be permitted to assert it. NJ Transit should be dedicated to public service, not sovereign immunity.

We recommend that Section 4(b) be amended to include four voting rider-representatives, with language added as follows:

Four (4) rider-representative members who are regular riders of New Jersey Transit's rail, light rail, and motorbus services. Such members shall be selected on objective criteria including, but not limited to knowledge and use of the services provided by New Jersey Transit and other public transportation providers, knowledge of the operation of such services, knowledge of legal and/or policy considerations concerning public transportation, experience advocating on behalf of transit riders, and knowledge about management and governance practices in the transit industry, including at New Jersey Transit, and other criteria specifically mentioned elsewhere in this Section. Such members shall be selected by a search committee consisting of transit managers and recognized rider-advocates from New Jersey and elsewhere in the United States. All such members shall be appointed regardless of political affiliation or political activity, or lack of same. At least two such rider-representative members shall be members in good standing of one or more rider-advocacy organizations known to New Jersey Transit. All such rider-representative members shall be regular transit riders, and at least two of them shall depend on transit for all mobility.

The language beginning at Page 4, line 21 in A-1241 and line 45 in Bill S-630, should be amended as follows:

"experience as a regular corporation motorbus regular route service rider" includes any rider who is a regular corporation motorbus regular route service rider at the time of the member's appointment or reappointment and [any rider] who has been a regular corporation motorbus regular route service rider [in three of the [seven]] for at least five years preceding the member's appointment or reappointment. "experience as a regular corporation rail passenger service or light rail service rider" includes any rider who is a regular corporation rail passenger service or light rail service rider at the

time of the member's appointment or reappointment and [any rider] who has been a regular corporation rail passenger service or light rail service rider [in three of the [seven]] for at least five years preceding the member's appointment or reappointment. Any such member must remain a regular corporation motorbus regular route service rider, and/or regular corporation rail passenger service or light rail service rider throughout his or her term of appointment, or he or she shall be removed from the Board and replaced by a new member meeting the same qualifications.

We call for new language at the conclusion of this section, which states: Every member of the Board shall be a regular corporation motorbus, rail or light rail service rider, regardless of how he or she is appointed to the Board. No fewer than fifty percent of Board members shall depend on transit for all of their mobility, regardless of how each such member is appointed to the Board.

Interpretive statement: We express our concern that, under the current bill, every member is appointed through a political process. This includes the Metropolitan Planning Organizations, which are also political organizations. We propose a non-political means for selecting rider-representatives as additional voting members of the NJ Transit Board. As rider-representatives ourselves, we do not believe that it serves the public interest by requiring that all NJ Transit Board members be appointed through political processes. Instead, we propose independently-monitored selection, based on non-political, objective criteria, without the requirement that such Board candidates acquire knowledge about transit through salaried, professional experience. We note that, while a few advocates for transit riders have had professional careers in transit management, most have not. It does not serve the public interest to preclude persons who have acquired such knowledge by means other than through salaried professional experience from being appointed to the NJ Transit Board.

We note that the amended version of Bill S-630 calls for voting representatives of bus and rail labor on the NJ Transit Board. We believe that it is a step in the right direction to add these voting members, and we also note that it is not customary for labor officials to have the sort of professional management experience that the bills currently require. If labor representatives are permitted to sit on the Board as voting members, having gained their knowledge of transit through an "alternate" means, then it would serve the public interest to allow rider-representatives a similar path. We suggest an application process that includes a personal résumé and an objective test of knowledge; possibly a blind test to ensure impartiality.

We do not believe that having ridden transit for only three of the five years before appointment to the Board is sufficient, because it does not require a candidate to be a transit rider at the time of appointment or during the term of service on the Board. We call for any candidate for Board membership to have been a regular transit rider for at least five years before appointment, and during the entire term of such person's service. We also call for every Board member to be a regular transit rider, and for at least half of the Board members to depend on transit for all mobility. We do not believe that any non-rider can have sufficient knowledge about transit to make intelligent decisions regarding its governance and management. We also do not believe that a Board comprised entirely of motorists can possess sufficient understanding of the impact that Board decisions, especially adverse ones such as cutting service or raising fares, can have on persons who depend on transit. Accordingly, we call for at least half of the members of the Board to depend on transit for all of their mobility needs. As we stated during our testimony at the NJ Transit Board of Directors meeting last month, we find the complete absence of board members with current experience as a rider as unacceptable as would be the absence of motorists on a highway-agency board of trustees.

We call for new language on Page 12 of Bill A-1241 and Page 13 of Bill S-630, following the

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provisions concerning the North and South Jersey Passenger Advisory Committees, as follows:

All meetings and other activities of the North and South Jersey Passenger Advisory Committees shall be governed by the Open Public Meetings Act, P.L. 1975, c. 231 (N.J.S.A. §10:6-4 et seq). Notwithstanding any prior practice, under no circumstances shall any member of the public be barred from any proceeding or other activity of either of these committees.

We also call for language that requires representation for rider-advocates on the two Advisory Committees covered by this legislation, as well as for members who depend on transit for all mobility. It should be added at the end of the section that pertains to the Advisory committees.

The North and South Jersey Transportation Advisory Committees shall each include at least two (2) rider-representative members who are regular riders of New Jersey Transit's rail, light rail, and motorbus services, as specified in this subsection. Such members shall be selected on objective criteria including, but not limited to knowledge and use of the services provided by New Jersey Transit and other public transportation providers, knowledge of the operation of such services, knowledge of legal and/or policy considerations concerning public transportation, experience advocating on behalf of transit riders, and knowledge about management and governance practices in the transit industry, including at New Jersey Transit, and other criteria specifically mentioned elsewhere in this Section. Such members shall be selected by a search committee consisting of transit managers and recognized rider-advocates from New Jersey and elsewhere in the United States. All such members shall be appointed regardless of political affiliation or political activity, or lack of same. At least two such rider-representative members shall be members in good standing of one or more rider-advocacy organizations known to New Jersey Transit. All members of said Advisory Committees shall be regular transit riders, and at fifty per-cent of them shall depend on transit for all mobility.

Interpretive statement: The original Bylaws for the North and South Jersey Transportation Advisory Committees, which took effect in 1980, called for openness and transparency in the conduct of the business of those committees. Despite such a prohibition on secrecy, the aforementioned advisory committees began to conduct their meetings in secret, providing no reports of their activities to non-members, and barring non-members from attending or commenting at their meetings. Upon notice in 2012 that these committees were violating the explicit terms of their Bylaws by these practices, the response was to remove the prohibition of secrecy and continue operating in secret. That change was also made in secret, and the practice continues today. The two-year term limit for officers of those committees was also removed secretly in 2012, and the Chairs of those committees have served in those positions for more than 20 years. We believe that continued secrecy renders these committees useless, and we call on the Legislature to intervene and end such secrecy in the public interest.

We also call for representatives of established rider-advocacy organizations on the Advisory Committees, to be selected in the same manner as rider-representatives on the New Jersey Transit Board. Similar to our recommendation concerning the Board, we also call for all Advisory Committee members to be regular transit riders, and for at least half of them to depend on transit for all mobility.

DAVID PETER ALAN
Chair, Lackawanna Coalition
[REDACTED] (personal cell phone)

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DAVID PETER ALANTRANSPORTATION ADVOCACY CREDENTIALSMemberships and Affiliations

Lackawanna Coalition. Chair since 2000, Vice-Chair 1999-2000, member since 1998.
 Senior Citizens and Disabled Residents Transportation Advisory Committee at NJ Transit (SCDRTAC). Vice-Chair 2015-16 and 2009-10, member since 2003.
 Essex County Transportation Advisory Board. Chair 1999-2003, member since 1985.
 Rail Users' Network (RUN)(national). Board member since 2005, member since 2003.
 National Association of Railroad Passengers, Board and council 2007-12, member 2006-12.

Other Related Activities

Destination: Freedom at www.nationalcorridors.org. Contributing Editor and columnist, 2004-17.
 Spoke or moderated panels at several national and regional transit-related conferences, including conferences sponsored by RUN.
 Attended other transit-related conferences sponsored by the American Public Transportation Association (APTA) and other national industry-oriented and advocacy organizations.
 Appeared and made statements at New Jersey Legislative hearings.

Law Practice

Admitted to New Jersey and New York Bars, 1981.
 Member, U.S. Supreme Court Bar.
 Registered Patent Attorney, No. 30,905.
 Current practice limited to intellectual property (patent, trademark, copyright) and business law.

Education

B.S. in Biology, Massachusetts Institute of Technology (M.I.T.), 1970.
 M.S. in Management Science (M.B.A.), M.I.T. Sloan School of Management, 1971.
 M.Phil., Columbia, 1976.
 J.D., Rutgers Law School, 1981.
 B.A.C. (Hon.), University College, Rutgers, 2001.

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Exhibit F

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Lackawanna Coalition

July/August 2018

...An independent organization
advocating for better transit

RAILGRAM

New Schedule Changes for Summer: It's Not So Bad, and There is an Improvement, Too

By DAVID PETER ALAN

We often lose trains in the summer along the Morris & Essex Line and the Gladstone Branch. This summer is no exception, but it could have been worse. We are losing two weekday Dover trains so NJ Transit can install Positive Train Control (PTC), a system designed to prevent accidents that is now required by an act of Congress. This summer's changes are far less severe than last year's and will last until Labor Day. For eight weeks last summer, all except four early-morning weekday trains took their riders into Hoboken Terminal rather than Penn Station New York, and all outbound trains left from Hoboken. It was like the days before Midtown Direct started in 1996 for eight weeks.

On the Gladstone Branch, this summer's change, or actually lack of change, is an improvement. For several years, NJ Transit has been doing track work or replacing the poles that hold up the wires that power the trains on the line. To accommodate that work, NJT substituted buses for all trains on weekends and during mid-day hours on weekdays for the past several summers. This year, the schedule shows that trains are running on the "Branch" at all times. This is a significant improvement in convenience and running time, and we look forward to riding trains between Summit and Gladstone all summer.

Installing the PTC system is a big project, so other lines are affected, too. The change is more dramatic on Amtrak. *Empire State* trains are going to Grand Central Terminal, and the *Lake Shore Limited* is not running directly between New York and Chicago this summer. Be sure to pick up a printed schedule or check NJ Transit's website, www.njtransit.com to keep up with the changes.

To learn more, see the coverage on our website, www.lackawannacoalition.org

A Victory for Our Privacy

Commentary By SALLIJANE GELLERT

[Publisher's Note: When New Jersey Transit began to notify riders on its light-rail lines that it would implement audio surveillance in addition to the more-customary video surveillance, the Lackawanna Coalition fought against this additional intrusion on riders' conversations, which are generally considered to be private communications. Sallijane Gellert, our Legislative Director, hails this as a victory over unwarranted intrusion into the lives of transit riders; an intrusion that motorists are not required to tolerate.]

If you are driving along in your own vehicle, listening to the radio, just click the proper button on your steering wheel and you can have a legal, hands-free, private cell-phone conversation. Your discussions with any passengers in your car are equally private (assuming that neither you nor your passenger chooses to record it on your or their own cell phone.)

Can public transportation customers expect the same level of privacy? Ignoring the potential for a fellow passenger to eavesdrop (most of them are reading e-books, magazines, working crossword puzzles, etc.), shouldn't everyone expect that his or her conversation is not being heard and recorded remotely by a transit employee or security company? The Lackawanna Coalition thinks so, and when we heard that NJ Transit had plans to institute audio surveillance on the light-rail system, we objected—at NJT Board meetings, on Twitter, and to reporters.

We are glad that NJ Transit recognized that their plans were not acceptable and retracted them before we needed to call in the lawyers. Somehow we have all accepted video surveillance in many public places—with posted notice. Still, many of us, including me, are already uncomfortable with that. Certainly we were not about to sit idly by and allow our voices to be recorded as well.

We do not believe that transit riders give up their rights when they board the train or other transit vehicle, especially since motorists are not required to surrender their rights. At least as long as the Motor Vehicle Commission is not intruding on motorists' conversations, NJ Transit has no business intruding on ours.

Portal Bridge North Project Ineligible for Federal Grant

Commentary By JOSEPH M. CLIFT

The Gateway Program Development Corporation's (GDC) June 29 press package details a revised funding plan for the \$1.7 billion Portal Bridge North project (PNB). The plan assumes \$811 million (48%) of project funding will come from a discretionary federal grant, but it turns out the project is no longer eligible, because it does not meet the minimum 10% increase in peak-hour capacity legally required to qualify for a Federal Transit Administration (FTA) Core Capacity Capital Improvement Grant (CIG).

The failure to hit the 10% legal threshold is due entirely to NJ Transit Rail's already-successful effort to implement part of its 2014-2020 Commuter Rail Fleet Strategy; NJT Rail has increased the number of seats on six of its 21 peak-hour (defined as the busiest 60 minutes of the morning) trains into NY Penn Station (NYP) by replacing single-level Comet cars with higher-capacity Multilevel cars. This extremely beneficial improvement increased total peak-hour seats into NYP (in this case, the definition of capacity) by 4.4%.

(Article continues on reverse)

HELP MAKE A DIFFERENCE!

Come to a Lackawanna Coalition meeting!

Fourth Monday of the month (except holidays), 6:45 p.m., Millburn Town Hall. Next meetings: July 23 and August 27.

Exhibit "G"

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Lackawanna
Coalition

May/June 2018

...An independent organization
advocating for better transit

RAILGRAM

Coalition Campaigns Under the Gold Dome

By SALLY JANE GELLERT, Legislative Director.

[Publisher's Note: A delegation from the Lackawanna Coalition campaigned in Trenton on March 5 to educate legislators, specifically members of the Senate and Assembly Transportation Committees, about issues vital to us and to the transit riders and communities that we represent. They included Chair David Peter Alan, Vice-Chair Stephen E. Thorpe and Legislative Director Sally Jane Gellert. Sally gave us this account of our visit and our other activities.]

Under the gold dome is a maze. Not an impossible maze: one actually can find one's way after a bit of scrambling. Your three intrepid Lackawanna Coalition representatives—Dave, Steve, and Sally—scrambled frequently between the two buildings included in the State House complex.

After a long trip from North Jersey, we had a hallway conference with Rep. Michael Patrick Carroll from Morris County. He is a rail and trolley fan, suggesting that each station should have a parking deck. When we pointed out the need for a better way to travel the "first mile", he mentioned "hyper-light" rail options, such as people movers between a nearby shopping center parking lot and a train station—an interesting and creative idea. He is interested in private funding, but we are a bit skeptical; we have seen private companies cancel bus lines without notice for the sake of shareholder profit. Our second conference, with a staffer, took place at a comfortable "conference nook" in the café between the State House and the Annex.

For appointment 3, we had a room number. We learned something important: Don't ask the information attendant for directions unless you are really clear about the building in which your destination is located: the State House itself (built in 1792 and currently with many boarded-up windows during the Christie renovations, as well as a gorgeous interior of marble, artwork, and the legislative chambers), or the newer Annex (which has been likened to "the 1927-vintage Reichschancellery in Berlin"). That was an experience in misdirection.

All in all, we met with 7 legislators, 2 members of legislators' staffs, and 3 general staff members. We expressed concern about the reform legislation, A-1241, that has been put forward, called for improved service, and reiterated our dismay at NJ Transit's ability to shorten the service day without notice. We were generally hospitably received, everyone was cordial, took literature, and seemed interested. We look forward to seeing results, and will be continuing our conversations in real life and online until we do.

Since our Day in Trenton, S-630, the companion bill to A-1241 has been introduced, we have recommended specific language that would ensure that genuine rider-representatives would be part of the NJ Transit Board and enhance transparency and openness at the agency, and have pursued more legislative outreach. We hope you will join us in our campaign—watch our social media and sign up for e-mails to learn how.

Gateway: Moving Forward Or Fake News?

Commentary By JOHN BOBSIN

Amtrak's ambitious Gateway project has been much in the news of late. The full project, which would take many years to complete, aims to build new tunnels under the Hudson for rail service, and then rehabilitate the storm-damaged existing tubes; add new bridges across the Hackensack River in New Jersey to replace the aging Portal drawbridge; and expand New York's Penn Station with a seven-track annex which would replace the city block to the south. Where the estimated \$30 billion to do all this would come from has been the sticking point.

There had been a plan to secure the money, or so local politicians thought. During the Obama administration, local pols met with the federal government and thought they had secured an agreement for the feds to pony up half the total, the rest to be local responsibility, although the fine print was that the local funds would mostly come from federal loans. "Fine print" is just a metaphor, it turns out, because the deal was never documented, and the Trump administration eventually denied that any such deal ever existed. Skeptics demanded "show me the document!" but none was forthcoming.

Nonetheless, advocates met with President Trump and thought they had his backing to proceed, and bipartisan support included \$900 million in the omnibus spending bill that was needed to keep the government operating after March 23. But as the clock wound down, the president reversed course, declaring his opposition to federal funding for Gateway and threatening to veto the entire package if the Gateway funds were included. Advocates were baffled; speculation was that a feud with Sen. Schumer (D-NY), the Democratic Senate leader, was behind the sudden change of heart.

In the end, the president signed the bill, which is reportedly about 1,000 pages and almost nobody has read in detail. It has some provisions that Gateway could potentially draw on, and advocates quickly declared success, claiming that \$540 million in the bill is destined for Gateway, enough to keep it moving forward, they said. In addition, they said, Gateway could apply for some of \$2.9 billion in additional money being made available.

Not so fast, said skeptics. They pointed out that all of the money being made available in the bill needs to be competed for, and that Gateway has been rated very low in priority by Department of Transportation scorekeepers, mainly because the "real" local money committed by New York and New Jersey was insufficient. Relying on federal loans doesn't get you much credit for putting skin in the game. The area's representatives weren't listening, claiming that the funds for Gateway were in the bag.

Critics of the massive program have begun to question whether it will ever be built. Amtrak has maintained that the existing tunnels need to be taken out of service, one at a time and for an extensive period, to repair damage from flooding during Hurricane Sandy. Without new tunnels to keep trains flowing during the repairs, Amtrak says, it would be

(Article continues on reverse side)

HELP MAKE A DIFFERENCE!

Come to a Lackawanna Coalition meeting!

Fourth Monday of the month (except holidays), 6:45 p.m., Millburn Town Hall. Next meetings: May 21 and June 25.

Exhibit "H"

impossible to run the density of trains that peak-hour service demands; one tunnel would limit trains to just six trains an hour in each direction, crippling the commuter rush hours. But is Amtrak crying wolf, just to get funding for a gold-plated solution? Skeptics note that only about half a mile of each tunnel was flooded, and that the damage is to the "bench walls" on the side of the tunnels, not to the basic structure; can't Amtrak fix these during weekends, just as tunnel work is done currently, when train density is lower? We may only find out the truth if the funding for Gateway does eventually dry up and all the participants face reality.

Report From The Chair

By DAVID PETER ALAN, Chair

The quality of service offered to riders on New Jersey Transit (NJT), or lack thereof, was a major issue in the election campaign last year. Gov. Phil Murphy repeatedly blamed the agency's woes on the Christie administration and the anti-transit policies that it had implemented. He appeared at the March meeting of the NJT Board of Directors to say that our transit would improve, that there will be no fare increase until a year from July, and that NJT is hiring more employees. This is welcome news as far as it goes, but we and the riders, who are our constituents, keep calling for genuine reform.

What has not happened since Murphy and his administration took office may be more significant than what has happened. Neither Murphy nor any of his appointees at NJT have promised any increases in service, including any restoration of service that was eliminated under Christie. In fact, the first service change under their leadership will be the elimination of the #95 bus, a commuter route that only runs during peak hours on weekdays. There are other routes nearby, and there are probably more cost-effective uses for a bus and a driver. Still, the fact that the new leadership decided to eliminate a route as its first service change, rather than to restore any service, sets a negative tone.

We have called for true reform in our efforts at both the legislative and administrative levels. We call for genuine rider representatives on the NJT Board, to be chosen by merit, irrespective of political activity or lack of same. We call for an end to secrecy at NJT, and we call for our transit agency to be independent of day-to-day control by the governor, so no future governor can blame poor transit on a former governor's meddling. We also call for repeal of the statutory provision that allows NJT to cut service by up to two hours without notice to the riding public. Unfortunately, companion transit bills A-1241 and S-630 both contain that infamous provision. In effect, the legislative proposals claim to reform the agency, but they would actually accomplish nothing whatsoever toward that end.

Despite these calls for representation and transparency, our efforts have gotten absolutely nowhere; at least so far. Gov. Murphy has now had the proverbial "one hundred days" to demonstrate that he is willing to make needed changes in transit policy, even if it means giving up some power for the good of the riders and the public generally. So has the legislature, whose members can no longer claim that they are constrained by having to deal with a governor from the other party.

It is "now or never" for true reform at NJT and genuine improvements in our transit policies. If Gov. Murphy and the legislature are serious about improving the plight of the beleaguered transit riders of our state, they must act now. Without major amendments to the current transit bills and a new dedication by the administration to openness, transparency, and improved transit operations, the riders will be forced to continue waiting out in the cold. It could be a long wait, too. For those of us who are "seniors" already, it might as well be for the rest of our lives.

What Happened to My Train?

By GARY KAZIN

[Publisher's Note: In days gone by on the Morris & Essex and New Jersey Transit's other rail lines, riders could be sure that their train would come at or near the time advertised in timetables. That is no longer the case, as more and more trains are cancelled without notice. As service becomes less reliable, riders become more frustrated. Longtime Coalition member Gary Kazin presents some explanations for this new and unpleasant phenomenon.]

Your train isn't here. Why? Your station PA speaker is silent, you didn't get an NJT alert, and there's nothing on the NJT website. It could simply be a little late because lots of people are boarding at stations before yours. We hope that's it. The delay could be longer, but NJT hasn't gotten around to posting an alert. We hope that's it, also.

But it could be CANCELLED—"ANNULLED" in railroad terms. When NJT gets around to alerting us, they will say that it won't run today, and suggest some alternates. You probably know them already because your train is one of those that doesn't run on a regular basis.

During peak hours another train will soon be along, but you may have to change trains or take PATH or a ferry to New York. PATH and the ferry won't charge you if your train was diverted to Hoboken or terminated at Newark and NJT has set up cross-honoring. Sometimes the delay is HOURS because your line doesn't run often on weekends, such as a recent cancellation of a round trip between Port Jervis and Hoboken, or previous ones on the Pascack Valley Line.

Why are trains cancelled anyway?

The most common reason, for about a year now, is that a train crew member decided to take the day off—"marking off" in railroad terms—whether because of illness or nice weather. NJT does not have many backup crew members to fill in and they may not have one for your train. The crew member may not notify NJT in time to call a substitute. Either way, the trains that person was supposed to work won't operate!

Next is equipment problems. The Gladstone Branch had an equipment failure—NJT didn't give any details—causing the branch to be shut down most of one recent weekend afternoon. Substitute bus service was arranged within an hour and connecting trains were held, so delays were not great, except for passengers on the train that broke down.

Trains are delayed or cancelled when they hit something—a car, truck, or pedestrian. If someone died, the train will wait, usually two hours, for police and other officials to investigate. Other trains on that line will also be delayed. Sometimes they are allowed to pass the site but usually they are not, so all trains are held. Some later trains in each direction may be cancelled if they were to use the crew and equipment from the train in the incident.

In the spring, we have brush fires near the railroad. Delays of several hours do occur, but not frequently. Whatever the cause of each particular annulment may be, they add up. That is why so many riders are frustrated.

Railgram

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Chairman/Publisher

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Coming Attractions for Meeting Presentations

We feature presentations at our meetings, and the next few months will be no different. At our May meeting, which will be held on the 21st (third Monday), our presenter will be Mike Slack, I.T. Director at NJ Transit. Mike will update us on the agency's latest technical innovations. Our meeting on June 25 will feature Samuel Turvey, Chair of the Steering Committee for Rebuild Penn Station. He will give us a report on the efforts of his organization to rebuild the original, magnificent, 1910-vintage Penn Station as a centerpiece of a "new" grandeur for Midtown Manhattan. Our focus for July 23 will shift to internal matters, as Chair David Peter Alan presents an overview of our plans for the next three years. Our presenter on August 27 will be Legislative Director Sally Gellert, who will give us an introduction to Twitter, tailored for those of us who, unlike Donald Trump, are not regular Twitter users. We meet at Millburn Town Hall and start our meetings with the presentations at 6:45, and we look forward to seeing you.

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Lackawanna
Coalition

March/April 2018

...An independent organization
advocating for better transit

RAILGRAM

Coalition Takes Legislative Priorities to Trenton

By **SALLY JANE GELLERT**, Legislative Director

[Publisher's Note: A delegation consisting of Chair David Peter Alan, Vice-Chair Stephen E. Thorpe, Legislative Director Sally Jane Gellert and Member Ben Schumer met with a number of legislators from the Senate and Assembly Transportation Committees and legislative staff members on March 5. This is a summary of the "talking points" that we presented.]

We oppose Assembly Bill A-1241 in its present form.

This bill purports to reform governance and improve performance at NJ Transit, but does neither. It is silent on our top legislative priority, the repeal of P.L. 2016, Ch. 52, which allows NJT to cut service by up to two hours without notice to the public. It also allows NJT to shorten the service day by 30 minutes at each end without notice. Riders must be informed of any service cut, no matter how small.

The bill also authorizes additional political patronage positions on the NJT Board, without ensuring that any members are actual transit riders. Adding more members with the same qualifications as the current group is no improvement. Not a single board member would be required to be dependent on transit for all mobility, nor is there a provision for inclusion of otherwise-credentialed representatives of the riding public or a nonpolitical path to Board appointment.

We call for more operating funding and more prudent use of capital funds by NJT.

NJT Transit does not have enough money to run the services that we need and deserve, especially outside peak-commuting hours. Our mobility must not depend on one-shot funding fixes. We deserve secure, stable funding sufficient to operate our transit system and to support community transportation. Capital funding should be available for facility upgrades that are truly necessary.

We call for a "Better Gateway."

With a continuing lack of local funding and recent developments in Washington, it is very unlikely that all of the currently-planned Gateway will be built. We need one new single-track tunnel, one new four-track bridge, and major Penn Station improvements; the Better Gateway plan developed by former Coalition Technical Director Joseph M. Clift and former Legislative Director James T. Raleigh, as described elsewhere in this issue. Other elements of Gateway, such as Penn South station, should be left for the future or eliminated.

We need legislative oversight to push NJ Transit to improve mobility WITHIN New Jersey.

NJT Transit's current operation has been called "NY Transit in NJ" to demonstrate the lack of service and connectivity available to those traveling within our state. We call for added service outside peak-commuting hours, scheduling transit of all modes to connect well between points within New Jersey, and better use of Hoboken Terminal.

Riders need reform at NJT, with genuine participation in decisions concerning transit.

The NJ Transit Board of Directors includes no representatives of the riding public. The persons who most need robust transit are completely unrepresented when decisions are made, and heard only after board discussion is complete. We need regular channels for riders and their representatives to participate fully in the decision-making process at NJ Transit. All NJT meetings must be open to the public for full participation, unless secrecy is required by law. The current culture of secrecy at NJ Transit must change.

Overall, NJT must be removed from the political process in the state and restructured as a freestanding agency with an independent, nonpolitical Board of Directors, a separate legal department, nonpolitical appointments to Board and management positions, and a requirement that all Board members and managers ride transit regularly, ideally with a majority of Board members who depend on transit for all of their mobility.

Gateway Project in Doubt, So Coalition Calls For Gateway to Go On a Diet

Commentary By JOSEPH M. CLIFT and DAVID PETER ALAN

History is repeating itself. The overpriced and undesirable dead-end deep-cavern terminal that had become part of the Access to the Region's Core (ARC) Project was terminated in 2010 because it was too expensive and would not perform its stated purpose well. The Gateway Project replaced it, and it now appears that Gateway will meet the same fate, unless there are significant changes.

The Federal Transit Administration (FTA) says that there was no agreement from the Obama era that the Feds would pay half the cost of the project, which has increased from \$14 billion in 2011, to \$24 billion in early 2017, to the current \$30 billion. The agency has downgraded the ratings of the tunnel and bridge components of the project to "medium-low"; a failing grade equivalent to a D. The current plan is to take out a federal loan to pay the local share of the project, despite a dearth of funding from local sources; a first for transit projects seeking a discretionary federal grant. The project cannot now defeat its competitors for scarce federal dollars. In addition, President Trump is now actively resisting any federal funding for the project.

(Article continues on reverse)

HELP MAKE A DIFFERENCE!

Come to a Lackawanna Coalition meeting!

Fourth Monday of the month (except holidays), 6:45 p.m., Millburn Town Hall. Next meetings: March 26 and April 23.

Exhibit "J"

Gateway Project in Doubt (continued from reverse side)

We call for a scaled-down project with essential elements only: the "Better Gateway" project—a revised first phase of Gateway with a maximum budget of \$10 billion—developed by our former Technical Director Joseph M. Clift and Legislative Director, the late James T. Raleigh. It includes:

1. One new single-track tunnel connecting the south half of NY Penn Station (NYP) to the north side of the existing Northeast Corridor (NEC) via the duck-under specified in the January, 2007 ARC plan and a second single-track to the south side of the NEC, if there is enough money.

2. One new four-track fixed bridge over the Hackensack River to replace the two-track movable Portal Bridge, instead of the currently-planned two-track fixed Portal North Bridge and a second two-track Portal South Bridge to be built at some unknown future date.

3. New segments added to the existing third track east and west of Secaucus Junction to create a three-track railroad from Swift Interlocking west of the Hackensack River (where Midtown Direct trains enter the NEC) to the Hudson River tunnels, thereby increasing peak-hour train capacity with two peak-direction tracks. This also allows continuous two-way off-peak train operations with one single-track tunnel out of service and eliminates the need for a Secaucus South station.

4. Major vertical access improvements to the platforms serving NYP. Tracks 1-12 to accommodate more peak-hour trains, including extension of the short 8-car platforms of Tracks 1 through 4 westward to the recently-extended West End Concourse, and from there to the future Moynihan Train Hall.

Other initial non-essential elements of Gateway, such as a fourth track from the tunnels to Swift Interlocking, a third and fourth track from Swift Interlocking to Newark Penn Station, and the proposed Penn South station, should be left for the future or eliminated.

It would cost significantly less to build this scaled-down proposal, and we hope this less-costly project, along with sufficient local financial support, can convince the Trump Administration to contribute to it, rather than to fight against it. It is highly unlikely that all of the current Gateway project will be built. We need to get behind a project that is more likely to be completed.

Report From The Chair

By DAVID PETER ALAN, Chair

We have new leadership in Trenton, new leadership at NJ Transit, and an end to the political gridlock that characterized the former Christie Administration. At least that is what the Murphy Administration and the Democrats who control both houses of the legislature hope.

We believe that now is the time for serious reform at NJ Transit. In short, we want fairness, openness, transparency, and a seat at the table when it comes to decisions that affect our mobility.

A delegation from the Coalition went to Trenton on March 5 on behalf of our constituents to present our requests to members of the Transportation Committees and committee staff members, and we hope that our efforts will be successful. Our campaign will certainly continue, and we will have more information about it in the next issue of the *Railgram*.

We campaigned for repeal of the 2016 statute that gives NJ Transit the power to cut service by up to two hours without notice to the riding public. This is our top priority, along with other measures to improve openness and transparency at NJT. We deserve to know what is happening with our transit.

NJT needs more operating funds and a stable source of funding generally, so the agency can afford to provide the level of service that we need and deserve. We have informed our legislators that we want a "Better Gateway" that will cost less and perform better than the current Gateway proposal, which appears unlikely to get much funding from Washington, anyway. We call for the capital funds that NJT receives to be used for that "Better Gateway" to the greatest extent possible.

We are asking the Legislature to use its oversight power to make sure that NJ Transit provides adequate service for riders who want to travel

peak-hour commuters into New York City, it is important that other transit riders not be lost in the shuffle.

Most important, we continue to push for reform. NJ Transit should be a freestanding government agency, and not a governor's fiefdom to micro-manage as he or she pleases. Former Sen. Frank Herbert, whom I have the honor to know, pushed for independence for NJ Transit in the original Transportation Act of 1979, and we are continuing his work on behalf of transit riders and their communities. We are also campaigning vigorously for riders to have a genuine "seat at the table" when it comes to decision-making. There is an old expression that says: "If you're not at the table, you are on the menu!" New Jersey's transit riders have been "on the menu" for the past 39 years. That is far too long, and it is time for some major changes.

Remembering Brendan Byrne (1924-2018)

By DAVID PETER ALAN

Former New Jersey Governor Brendan T. Byrne died on Thursday, Jan. 4 at the age of 93. He was a Democrat and his party controlled the legislature, but he presided over contentious politics while he was in office from 1974 until 1982. He was known for building the Meadowlands stadium, protecting the Pinelands, facilitating voter registration and surviving the imposition of the state income tax, but we remember him best for the Transportation Act of 1979, which established New Jersey Transit.

At the time, New Jersey's trains were operated by Conrail, through the Commuter Operating Agency at the New Jersey Department of Transportation. The service was in crisis, facing operational and funding difficulties. Bus service was under threat, too. Former Senator Francis X. Herbert, who sponsored the legislation, praised Byrne for fighting hard against strong opposition to get the transit bill passed. It was a hard fight, and the legislation that established NJT passed by only one vote.

NJT Rail Turns 35!

By DAVID PETER ALAN

An important anniversary recently passed with very little notice, but we remember. New Jersey Transit Rail Operations celebrated its 35th birthday at the start of the year. While NJT started in 1979 by taking over much of the state's bus service and the Newark City Subway, it entered the rail side of transit when the Consolidated Rail Corporation (Conrail) was forced to stop operating local trains throughout the Northeast Region at the end of 1982.

Beginning in 1983, NJT Rail consolidated a number of disparate rail lines under its umbrella, became an industry leader in rail transit, and built several improvements. They include completing the re-electrification of the Morris & Essex and other lines in 1984 and Midtown Direct in 1996.

Happy Birthday, NJT Rail!

Railgram

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Coming Attractions for Meeting Presentations

We have some interesting presentations coming up at the Lackawanna Coalition. On March 26, Joe Clift will continue his presentation on our "Better Gateway" proposal. Vito Havrilla, our Membership Director, will tell us about his plan to recruit new members on April 23. We meet on the fourth Monday

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Lackawanna
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January/February 2018

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RAILGRAM

Coalition Sets Priorities for Upcoming Legislative Session

By SALLY JANE GELLERT, Legislative Director

As we start a new year with a new governor and administration, we look to plan our legislative year. As always, there will be budget hearings in March, and we will be there to advocate for a dedicated NJ Transit operating budget, so that capital funds are available to spend on capital maintenance and projects, not filling operating-budget gaps.

We are encouraged by AR-158, now in the Legislature, that would create a task force that would "study and make findings and recommendations concerning all potential opportunities for the New Jersey Transit Corporation to generate new revenue without increasing fares." We would remind the task force that NJT real estate is part of our common resources, owned by the public and managed by NJT in trust for us all; we would prefer lease arrangements and would argue against almost any sale of real estate. We hope that the two "people with expertise and experience in public rail passenger transportation" appointed to the task force come from the riding public, rather than from industry executives; otherwise, we call for the addition of such individuals.

In 2016, a bill was passed that allows NJ Transit to cut up to two hours of service without public comment or review. We strongly opposed that bill after it was changed from its original language, which would have prohibited just that action, and we have received assurances that the legislature will take up this issue again. We consider repeal of this provision (Public Law 2016, Chapter 52) to be our top legislative priority, and we will be watching and advocating for that to happen quickly.

We are definitely in favor of A-2497, which would extend NJT's current full-time student monthly pass discount to all New Jersey higher education students, not just those attending "certain participating institutions." The rate is 75% of full fare and is an important but not overwhelming discount that will help all students, too many of whom are burdened with a large amount of student debt, to afford transportation to their classes and jobs (and wherever else they travel). It would help most those without cars, and may enable some to put off an automobile purchase, both helping their finances and making the roads just a little less clogged and our air just a little bit cleaner. These students are our future; if we can help making attaining an education a little easier, it will benefit us all in the long run.

We urge you to join the Lackawanna Coalition and to join us in our campaign. We are planning to make statements at legislative hearings and to organize a "Day in Trenton" in March. The more of you who join us and campaign with us, the more successful we can be in improving YOUR mobility.

Coalition Position on Tunnels Vindicated By FTA Letter and Daily News Editorial

By DAVID PETER ALAN

The Lackawanna Coalition looks forward to construction starting on the necessary parts of the proposed Gateway Project: new tunnels that connect the Northeast Corridor into the existing Penn Station as a four-track mainline rather than two separate two-track railroads, a single four-track bridge to replace the existing Portal Bridge, and connecting Tracks 1 through 4 at Penn Station into the West End Concourse and eventually the Moynihan train hall, now under construction in the Farley Post Office Building. However, we remain concerned about the proposed "Penn South" station and other features of the proposed Gateway Project that we believe are overpriced and unnecessary, and we continue to object to them.

On Thursday, Jan. 4, the New York *Daily News* published an editorial calling for a project very similar to our suggestions, which we have called "Plan B." The editorial called for a "new tube" into Penn Station, platform connections to the future Moynihan Station, and a four-track bridge at medium height to replace the aging Portal Bridge. The editorial criticized the Trump Administration for its expressed unwillingness to have the Feds chip in 50% of the cost of the tunnel project, but also said that Gateway was too expensive.

The editorial comes on the heels of a letter dated Dec. 29 from K. Jane Williams, Deputy Administrator of the Federal Transit Administration (FTA) to New York and New Jersey officials, which denied that the Obama Administration had committed the U.S. Department of Transportation to a 50-50 funding match for the "Hudson Tunnels Project" portion of Gateway and said that 90% of the riders who would benefit from the project are local riders.

The Coalition has repeatedly questioned whether the Trump Administration and Congress would be willing to fund 50% of the cost of Gateway, which is now estimated at \$30 billion, and continues to call for a less-expensive project that increases capacity at Penn Station sooner. At the same time, we are dismayed that the letter does not recognize the Hudson River crossing as the most critical possible point of failure of transportation from New England

(Newsletter continues on reverse)

HELP MAKE A DIFFERENCE!

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Fourth Monday of the month (except holidays), 7:00 p.m., Millburn Town Hall. Next meetings: Jan. 22 and Feb. 26.

Exhibit 'K'

to Washington, DC and points south, but we acknowledge the FTA's concern about enough money for projects elsewhere in the country and the lack of a local match other than fare increases, especially in our own state.

There needs to be a more realistic plan, and it needs to happen soon.

We welcome the similar call from the *Daily News* and we continue to advocate for more capacity now.

Report From The Chair

By **DAVID PETER ALAN**, Chair

This writer is celebrating 33 years as an advocate for better transit, having started with the Essex County Transportation Advisory Board in January, 1985. At that time, New Jersey Transit (NJT) was only a little more than five years old, but it was already gaining a reputation as a leader in the transit industry. It had a statute and a structure that gave it some independence from direct State control, and it had a dedicated management cadre, many of whom became nationally-known industry leaders.

Today, NJT is a very different place. Some of its best managers have fled, while others complain about an atmosphere of intimidation and discomfort. Managers and other non-union employees have not seen a pay raise in many years. The operating side of NJT is so strapped for cash that we, the riders, do not have the level of service that we need or deserve. Weather-related delays, problems at Penn Station, and a shortage of engineers that has forced train cancellations don't help riders get to their destinations, either. Incoming Governor Phil Murphy, who takes office soon, has vowed to "tear down NJ Transit and rebuild it" and called it "a national disgrace."

We may wonder why a transit provider, which was once considered a model to be emulated throughout the industry, has sunk so low. There is one answer that comes to mind: it has become overly politicized. Despite being chartered under a statute that purportedly insulates it from state government, it is not governed or managed that way. Whoever may be in power in Trenton, there has always been criticism that the agency was more loyal to the governor than to its riders. It will now be up to Gov. Murphy to do something about that and earn the loyalty of hundreds of thousands of riders who depend on NJ Transit, whether only for their commute, or for all of their mobility needs.

We are prepared to meet with Administration and legislative officials to discuss our suggestions for improving our transit and the organization that provides it. For the moment, though, we must stress that the first priority must be openness and transparency. While we compliment some managers for being open and forthright with us throughout the Corzine and Christie eras, we need a new culture at NJT that stresses listening to what we say, and keeping the riders and their representatives informed.

The current culture of secrecy must be abolished immediately. Transit riders and we, as their representatives, must be allowed to participate meaningfully in decisions that affect our mobility to the greatest possible extent. There should be no more secret meetings of any NJT committees or groups, unless absolutely necessary and expressly required by law. Genuine rider-representatives, including persons who depend on transit for all of their mobility, should be appointed to the NJ Transit Board and permitted to vote. The statute that gave NJ Transit the power to cut service by up to two hours, at will and without notice to the public (Public Law 2016, Chapter 52), must be repealed at the very next legislative session.

We want to work with Gov. Murphy and everyone else involved with NJ Transit, toward the goal of better mobility for everybody. We cannot help the riders who are our constituents as long as NJ Transit operates in secrecy. With openness, transparency, and "a seat at the table," we can.

Membership Committee Now Has a Chair!

By **VITO HAVRILLA**,
Membership Director

Although the Lackawanna Coalition has a Membership Committee, it never had a chair until this year. I previously served in the position of Secretary, and I will now serve in this new capacity. I will give a presentation on plans for recruitment in the near future.

What are duties of the Membership Committee? The duties are keeping the membership roll of the Lackawanna Coalition and actively recruiting new individual members and encouraging municipalities and counties to appoint representatives. Although the first duty is fairly simple, it is my intention to improve the quality, quantity, and implementation of the data in the membership roll. These improvements should help our organization run more smoothly and make communication more effective. I hope that it will provide assistance with the recruitment of new members too.

Recruitment of new members is no small task. I plan to address the problems of demographics within our organization in relation to riders of our lines of concern. We currently lack individual members from transit-heavy areas, such as Morristown, Summit, Orange, E. Orange, and Newark. Many of these municipalities have not appointed a representative to send to the Lackawanna Coalition. We will try to improve our relations with them in 2018.

Last year's outreach campaign of Coffee and Commuting was successful. It was effective in talking with riders and actually getting a few new members. I hope that doing another Coffee and Commuting event in 2018 produces similar results. I believe that informing potential members of our accomplishments will at least demonstrate that we are effective and serious in improving public transportation in our state.

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Coming Attractions for Meeting Presentations

For the next few months, our presentations will concentrate on the Coalition itself, and our plans for the future. On Monday, Jan. 22, Legislative Director Sally Jane Gellert will outline our goals for the upcoming legislative session. On Feb. 26, Chair David Peter Alan will present a three-year plan for the Coalition's goals and their implementation. Our presenter on March 26 will be Membership Director Vito Havrilla, who will give us his ideas on how to increase our membership. We would like YOU to be one of our new members! We meet on the third Monday of the month at 7:00 at Millburn Town Hall. You are welcome at our meetings, and we hope you will join us.

We don't have the space in the *Railgram* to provide detailed coverage of all the news as it happens, so we suggest that you visit our website, www.lackawannacoalition.org, to learn more.

This issue of the *Railgram* includes news reported through Friday, Jan. 5.

**Senate Transportation Committee and Assembly Transportation and
Independent Authorities Committee Testimony - Tri-State Transportation
Campaign**

August 16, 2018

*Thank
you.*

I'm Nick Sifuentes, Executive Director of Tri-State Transportation Campaign. As you all know, we're a 25-year-old advocacy organization dedicated to improving transit and reducing car reliance in the tri-state region. I know you all are more accustomed to seeing Janna up here, but she couldn't be here today.

As you know, NJ Transit's mission is "to provide safe, reliable, convenient and cost-effective transit service with a skilled team of employees, dedicated to our customers' needs and committed to excellence."

Ask a customer right now and they'll tell you that NJ Transit is missing the mark. Trains are canceled and riders end up waiting for trains that they're told aren't coming only after they've arrived at the platform.

Long-term challenges have brought us to this place:

- Shortfalls in the number of engineers to ensure sufficient staffing means that when engineers call out, trains just can't run—and the timetable for training new engineers is 20 months. Meanwhile, *including cap-to-op transfers of hundreds of*
- ~~Years of underfunding during the Christie era have left the agency struggling~~ *millions of*
to keep up with increased demand, including an aging fleet and senior staff *dollars,* shortfalls, and
- Previous agency failures to meet positive train control deadlines means Executive Director Corbett and his staff are left sprinting to install PTC across the system

Executive Director Corbett and his staff are taking on a herculean task—but they *we would contend* lack the resources to both rapidly increase the pace of PTC installation and meet the needs of a growing ridership. *

Governor Murphy ran on a platform of fixing NJ Transit, and he's taken steps in the right direction, including increasing funding, appointing a new Executive Director, signing Executive Order 5 authorizing a full audit of NJ Transit, and last week promising better communication with riders dealing with the frustration and stress of cancellations. But there's more the Governor can do to improve NJ Transit for riders right now to both deal with the short-term crisis of train cancellations and the longer-term issues that plague the agency.

Governor Murphy could:

* *After all, it's difficult to hire significantly high #s of engineers and other staff w/o additional dedicated revenue for operations. NJ Transit's operating budget shouldn't be subject to the annual budget process. That's no way to do long-term planning. In fact, it inhibits it.*

- Call on the legislature to increase operations funding for NJ Transit to support hiring additional engineers and management
- Work with the legislature to ~~temporarily~~ waive residency requirements for engineers to meet staffing needs, *which we understand the Gov. called for this AM*
- Pass S630 and, while S630 moves through the legislature,
- Appoint members to vacant spots on the board of directors. Current law establishes a board comprising eight members (seven voting/one non-voting). There are no more than six members right now on the board. As such, there are two vacancies on the board—and both are voting members. ~~Speed up the audit, which is not expected to return results until the end of the year. By contrast, MBTA's audit was announced in February and complete in April of that year.~~

Ensure the audit is timely & not subject to delays. The speed of the audit is welcome, and a not unprecedented.

Meanwhile, to deal with the short-term crisis, NJ Transit should examine increasing bus schedules and work with the Port Authority to utilize PATH and ferries to help make up for gaps in service. And while the agency should not be canceling trains, if it must, they should adjust schedules so canceled trains are those that are within a few minutes' headway of a replacement service. And lastly, Gov. Murphy is right: schedule changes and cancelations must be communicated clearly with riders—before they arrive at the platform.

I'll close by saying that in order to tackle the agency's long-term problems, we do need a strong board to work with NJ Transit's executive director. ~~S630 unanimously passed the Senate, but it has not come to the floor in the Assembly. We urge this body to pass S630 and Governor Murphy to sign S630 or comparable legislation to reform the board of NJ Transit, which is a necessary step toward the fundamental reform necessary at the agency he championed in his run for office. Thank you.~~

* In our recent report, "NJ Transit: An Agency in Need of Reform," we argue that many of the agency's challenges require a strong board of experts, riders, and diverse representations to ensure the agency meets the needs of riders. There is legislation that does exactly that.



MEMORANDUM

TO: Members of the Assembly Transportation and Independent Authorities Committee
Members of the Senate Transportation Committee

FROM: Christina M. Renna, Vice President, CCSNJ

RE: New Jersey Transit Rail Service

DATE: August 16, 2018

The Chamber of Commerce Southern New Jersey (CCSNJ) would like to voice our concerns with New Jersey Transit's recent decision to suspend the Atlantic City Rail Line effective September 5, 2018 through early 2019.

The Atlantic City Rail Line (ACL) operates from Philadelphia's 30th Street Station along the White Horse Pike corridor with stops in Pennsauken, Cherry Hill, Lindenwold, Atco, Hammonton, Egg Harbor City and Absecon, ending in Atlantic City. The rail line's impact in South Jersey cannot be understated; it serves communities of South Jersey with critically necessary mass transit that is otherwise nonexistent in this region of the state. The ACL is the only New Jersey Transit operated rail line in the southern portion of New Jersey, and the only rail line in New Jersey that serves Atlantic City.

Of primary concern is the impact the suspension will have on casino industry employees. According to the most current data available from the New Jersey Casino Control Commission (see attached map), there are approximately 544 casino employees that live in Camden County, where four of the ACL's stops are located. If you count the number of casino employees in the surrounding counties of Burlington (118) and Gloucester (322) Counties, just under 1,000 casino employees live near ACL lines and potentially use the ACL to get to and from work. These statistics do not take into account the tourists who utilize this line, nor the other businesspeople who use the rail line for their daily commute.

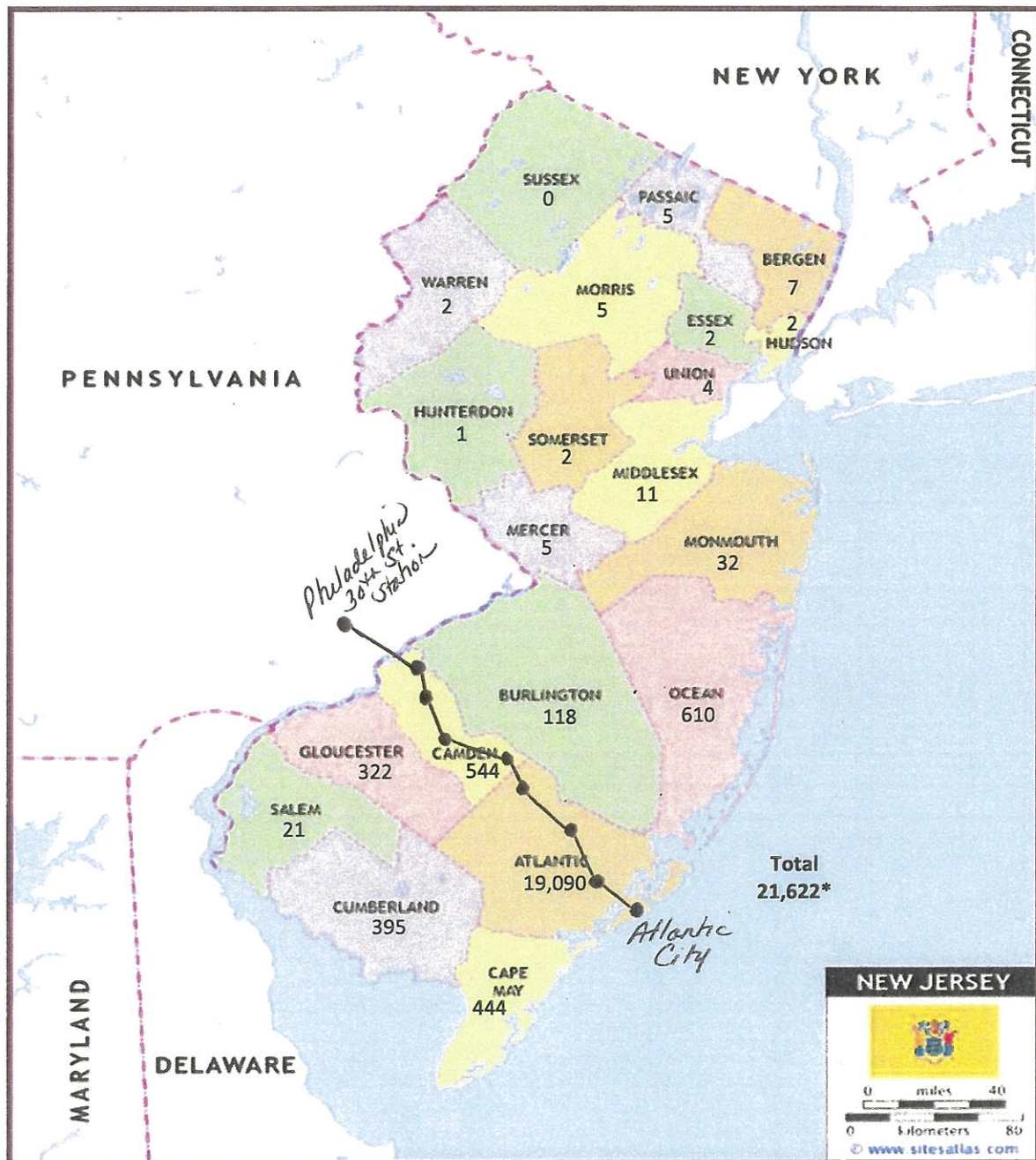
The CCSNJ fully understands the need for important safety improvements on the ACL. However, as explained by New Jersey Transit, the months long shutdown of the rail line is due not only to making required safety improvements, but also to fill to personnel shortages in other areas of the State. This means South Jersey commuters are going to be negatively impacted by ACL's longer than necessary service suspension due to circumstances that could have been avoided.

Compared to its northern brethren, South Jersey is public transportation deprived. The suspension of the ACL will undoubtedly cause a major disturbance to South Jersey commuters, create hardships for hardworking casino employees – thousands of which live throughout the South Jersey region and impact upon the ability of tourists to visit the Atlantic City region

Thank you for allowing the CCSNJ to express our concerns with the suspension of the Atlantic City Rail Line next month.

ATLANTIC CITY CASINO LICENSEES EMPLOYMENT BY COUNTY

FOR THE YEAR ENDED DECEMBER 31, 2016



*Margin of error for total casino hotel employees is 1.8%. Map used with permission.

Source of data: DGE Zip Code Report by Casino.

Comments by Joseph M. Clift* Regarding New NJ Transit Administration Failures, 08/15/18

Recent management actions by the new Murphy-appointed NJ Transit administration perpetuate or exacerbate poor practices and the resulting management failures of the previous Christie-appointed administration:

1. HR abuse (forced resignations): A group of some 20 managers and secretaries, many of them long-term non-partisan professional employees, were ordered by Murphy transition staff to submit resignation letters upon penalty of not having a job after inauguration, and quite a few letters were "accepted" by the new NJT administration. These actions were meanspirited, unprofessional, unethical and illegal. This entire incident makes NJ Transit a far less attractive place to take a job than if conventional HR practices had been followed.

2. Capital Projects mismanagement (PTC): The new Murphy-selected Executive Director took over officially on Feb. 14th. By March 31st, six weeks had elapsed, sufficient time to get a handle on the Positive Train Control project (PTC) and identify the super-critical need to ramp up production tremendously to meet the year-end legal requirement that 282 cabs be equipped for PTC. That would have required an average of 27 cabs per month be equipped for the remaining nine months of 2018 ($282 - 35 = 247$ cabs / 9 months = 27.44 cabs/month). "Cab" refers to all locomotive, Electric Multiple Unite (EMU) and "cab car" control cabs.

But THAT DID NOT HAPPEN! Instead, production fell far short, averaging only 15 per month from April 1 thru August 6 ($65 \div 4.21 = 15.45$ cabs/month), little more than half what was required. The lower output resulted in a deficit of 50 cabs ($27.44 - 15.45 = 11.99$ deficit per month $\times 4.21$ months = 50.48).

The direct result is a need to further ramp up production through year end to 38 cabs per month ($282 - 100 = 182$ cabs / 4.83 months = 37.66 cabs/month) to make up the deficit; a whopping 2½ times the recent 15-per-month rate!

This higher rate through year-end is the direct result of the new NJT administration failing to get on top of PTC as soon as it could have and should have. This higher rate now required is the direct cause of killing the Atlantic City Rail Line entirely as well as the Raritan Valley Line off-peak one-seat ride to New York, both required to free up more cabs to meet the higher PTC production rate.

3. Rail service planning failure (train annulments): Top management and Rail Operations management failed to recognize the need for and set up a consolidated summer schedule with about 15% fewer peak-period seats (possible with customer vacations), that could have been handled with fewer cars on fewer peak-period trains with no significant reduction in service frequency.

Such a schedule was the only way to address two extremely critical needs without impacting riders:

a. A reduction in the number of locomotive engineers required to operate the schedule, which would have eliminated or significantly lessened the need to annul trains due to insufficient engineers.

b. A reduced cab requirement, which would have made faster cab conversions to PTC possible without annulling trains or otherwise reducing service.

This was a huge self-inflicted missed opportunity!

4. Communications/Rail Operations Coordination Failure (Train Alerts come too late): Top management, Communications and Rail Operations failed to recognize the importance of issuing Alerts on annulled trains (trains cancelled before departure) hours, rather than minutes, before train departure, making alerts far less valuable. This failure was cited at last week's Board meeting by Assemblywoman Nancy Munoz, riders and advocates.

It appears management now recognizes that tighter coordination between Communications and Rail Operations makes possible multiple-hours-in-advance Alerts on at least some annulled trains, enabling riders far greater latitude to re-plan their day (earlier or later train or alternate mode travel) instead of simply waiting for and cramming onto the next train; for the first time, a Sunday evening Alert was issued for a Monday morning train annulment.

* Joseph M. Clift served as Director of Planning and Director of Strategic Planning for the Long Island Rail Road and Manager of Operations Improvement and Strategic Planning Analyst for Conrail. He holds a B.S. degree from the Massachusetts Institute of Technology and an M.B.A. from the Stanford Graduate School of Business. Contact info: [REDACTED]

August 15, 2018

Dear Assemblyman Mazzeo;

Please accept this letter of support for the Atlantic City Rail Line from the Atlantic County Economic Alliance (ACEA), a private non-profit organization dedicated to economic development and business expansion in Atlantic County, NJ.

The Atlantic City Rail Line is a critical component of the ACEA's economic vision for Atlantic County. In particular, the ACEA has been working with a developer who is intent on building a rail station at Pomona, NJ that would service Atlantic City International Airport, the FAA Technical Center, the National Aviation Research and Technology Center, the town of Pomona, and Stockton University.

After many months of work, the Atlantic County Freeholder Board passed a resolution supporting the private sector construction of a train center in Pomona (see attached Resolution No. 396). This resolution joins a recently approved resolution of support from Galloway Township municipal government.

Detailed in Resolution No. 395 and the attached Executive Summary and Technical Appendix are multiple justifications for the train station and increasing the frequency of the train schedule. The Executive Summary and Technical Appendix are from a 2013 report contracted by NJ Transit from LTK Engineering Services. NJ Transit's consultant clearly states that greater frequency of service and the Pomona rail station would significantly increase ridership on the Atlantic City Rail Line. The study came before the construction on the Stockton University city campus. The Pomona station will tie both campuses together, thereby expediting the movement of students between campuses.

In summary, NJ Transit's consultant determined that an increase in train frequency combined with a Pomona rail station would drive greater ridership and tie together multiple economic entities. We have a developer who agrees and is willing to invest on the basis of NJ Transit's research. The ACEA supports the maintenance of existing service and the expansion of future service to provide badly needed public transportation to an underserved part of the state of New Jersey.

Respectfully;

Max Slusher
Director of Business Development
Atlantic County Economic Alliance

County of Atlantic, New Jersey



Resolution No.: 395

Approved as to Form and Legality

James F. Ferguson
James F. Ferguson, County Counsel

Submitted By:

Gerald DelRosso
Gerald DelRosso, County Administrator

RE: RESOLUTION OF THE COUNTY OF ATLANTIC IN SUPPORT OF A NJ TRANSIT RAIL STATION ON THE ATLANTIC CITY LINE SERVING GALLOWAY TOWNSHIP AND THE ATLANTIC CITY AIRPORT

WHEREAS, NJ TRANSIT has evaluated the construction of an Atlantic City Airport Rail Station in the Redevelopment Area in Galloway Township located near the intersection of S. Pomona Road and White Horse Pike; and

WHEREAS, Atlantic County has a vested interest in expanding and developing the Atlantic City Airport; and

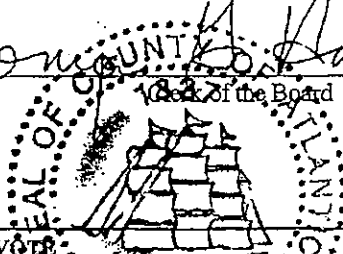
WHEREAS, access to educational services at Stockton University is limited due to its distance between mass transit stops and the lack of a station in close proximity to Stockton's main campus to connect its students to the recently opened Stockton University Atlantic City Campus; and

WHEREAS, new job creation in Atlantic City, including the recent opening of two casinos, the Hard Rock Hotel & Casino and the Ocean Resort, the FAA Technical Center and the Stockton Aviation Research and Technology Park, have placed a burden on South Jersey commuters; and

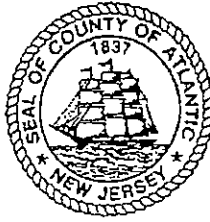
I, Sonya G. Harris, Clerk of the Board of Chosen Freeholders of the County of Atlantic, State of New Jersey, do hereby certify that the foregoing is a correct and true copy of a resolution adopted by the Board at a meeting duly held

on the 14th day of August 2018

Signed *Sonya G. Harris*
Clerk of the Board



RECORD OF VOTE															
FREEHOLDER	MOVED	SECOND	YES	NO	ABS	REC	AB	FREEHOLDER	MOVED	SECOND	YES	NO	ABS	REC	AB
BENNETT			✓					GATTO			✓				
BERTINO			✓					KERN			✓				
COURSEY			✓					RISLEY			✓				
DASE	✓		✓					FORMICA, Chairman			✓				
FITZPATRICK			✓												
ABS - Abstain				REC - Recuse				AB - Absent							



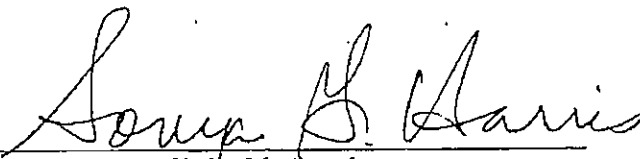
WHEREAS, an Atlantic City Airport Rail Station is consistent with the Atlantic County Master Plan of August 2017 which states "A new rail station at Galloway presents a number of opportunities for Atlantic County. First, the proposed station would be located within a short distance of Atlantic City International Airport, which could easily be directly accessed by regular shuttles thereby creating a gateway to the Airport for residents from Atlantic City to Philadelphia. Secondly, a Galloway Station, with improved connectivity through the Airport and improved Atlantic City Line rail service, would provide an ideal opportunity for a multi-modal transportation hub. With Galloway Station as a multi-modal transportation hub with useful regional and national connections, development can occur at higher densities, creating a pedestrian-oriented town center. Encouraging future growth in concentrated nodes will help the County take advantage of its existing infrastructure, reduce automobile usage and dependency, and help preserve its treasured natural environment by discouraging suburban sprawl; and

WHEREAS, the 2013 NJ TRANSIT Study confirmed that "The proposed Atlantic City Airport Rail Station is projected to attract significant new ridership to the ACRL by providing access to major regional employment and education centers at the Airport, Stockton University, the Mainland Campus of AtlantiCare Regional Medical Center in Galloway, and the FAA Tech Center located adjacent to the airport. The AC Airport Rail Station is consistent with the Airport's Master Plan."; and

WHEREAS, the 2013 NJ TRANSIT Study's suggested that "NJ Transit should consider advancing this project to the environmental clearance phase..." and

WHEREAS, the 2013 NJ TRANSIT Study suggested placement of the Station at the midpoint of the 10.1 mile connections between the Egg Harbor City and Absecon stations as the best location to enhance multimodal connections in Southern New Jersey and provide convenient access to the airport from both Center City Philadelphia and Atlantic City; and

WHEREAS, a private developer has expressed their interest in including the rail station as part of a larger development on the land located at S. Pomona Rd and the White Horse Pike, approximately the midpoint of the Egg Harbor City and Absecon Stations; and



Clerk of the Board



WHEREAS, the private developer has expressed their intention to follow the 2013 NJ TRANSIT Study's plan as close as possible providing a center island transit station within the Pomona siding along the Atlantic City Rail line; and

WHEREAS, the private developer has expressed their intention to design the station to allow access on both sides of the Pomona siding, allowing the Atlantic City International Airport the ability to potentially provide light rail service from the developer's station to the terminal in the future; and

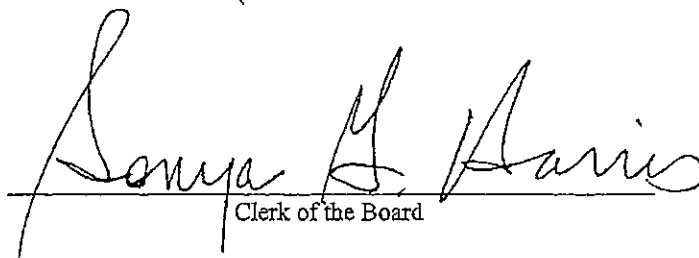
WHEREAS, the County will continue to work closely with NJ TRANSIT and the private developer and provide necessary support to help the private developer in their development of the Rail Station; and

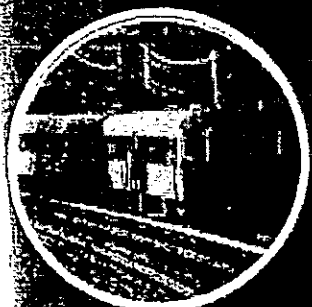
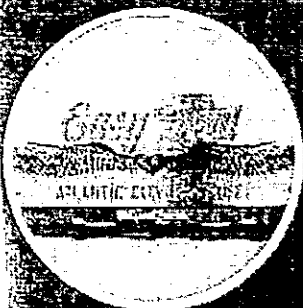
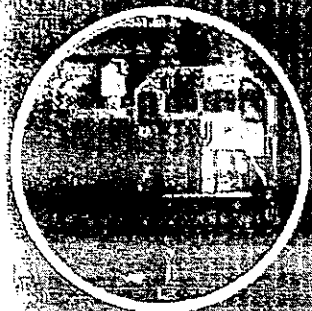
WHEREAS, the Township of Galloway, the municipality in which this rail station would be situated has voiced the approval of its governing body by the passage of an almost identical Resolution #206-18 on July 10, 2018;

NOW, THEREFORE, BE IT RESOLVED that the Board of Chosen Freeholders of Atlantic County, supports the development of an Atlantic City Airport Rail Station in Galloway Township in the redevelopment area near S. Pomona Rd and the White Horse Pike.

ADOPTED: 8-14-18
COUNTY OF ATLANTIC

m Atlantic City Airport Rail Station-Galloway-Resolution in Support.doc


Clerk of the Board



NJ TRANSIT



Atlantic City Line Rail Operations Study

(NJ TRANSIT Contract No. 10-028)
(LTK Project C4025)

Executive Summary Technical Report

LTK Engineering Services

In Association with:

HNTB Corporation
Envision Consultants
Sowinski Sullivan Architects
Watchung Transportation LLC
Amy S. Greene Environmental Consultants, Inc
Paul Carpenter Associates
Richard Grubb & Associates

November 15, 2013

LTK

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1 Executive Summary

1.1 Purpose

Beginning in 2009, a multiagency task force, including NJ TRANSIT, focused on transportation improvements targeted to meet the future needs of Atlantic City and to encourage more investment in Atlantic City identified the need to invest in improvements to the Atlantic City Rail Line (ACRL), including adding stations, such as the Atlantic City International Airport, and more train service. This multiagency effort later expanded to include a wider set of needs extending across the State along the whole line and bringing into the discussions the Delaware River Port Authority (DRPA). It was agreed as a result of this multiagency discussions that NJ TRANSIT would fund and progress a technical analysis of improvements to the ACRL train operations and including the needed physical infrastructure to accommodate the increased train services plus consideration of new train stations.

At the same time, the ACRL has the lowest farebox recovery ratio (percentage of operating costs paid by ticket revenue) of the commuter rail lines in the NJ TRANSIT network; a secondary study purpose was to identify opportunities to increase the ACRL farebox recovery ratio and reduce the required State subsidy of the line.



The ACRL is operated by NJ TRANSIT between Philadelphia and Atlantic City, utilizing a corridor that parallels the White Horse Pike (Route 30). It operates on trackage with a complex ownership history, with the longest-term historical operators being the Pennsylvania Railroad west of the Delaware and the Pennsylvania-Reading Seashore Lines east of the Delaware. Today, the ACRL shares trackage with Amtrak and SEPTA on the Northeast Corridor between 30th Street Station, Philadelphia and Shore Interlocking in northeastern Philadelphia. The ACRL parallels the PATCO Hi-Speed Line right-of-way between Haddonfield and Lindenwold, New Jersey. The ACRL hosts not only NJ TRANSIT rail service, but also daily freight services operated by a short line, Southern Railroad Company of New Jersey.

NJ TRANSIT managed the Study and performed the ridership projections for the future scenarios. The objectives of the study, which include assessment and evaluation of infrastructure and potential operational improvements for the ACRL, were to:

- Build on the funded plans for a new River Line transfer station in Pennsauken, recognizing that the single track operation through this area requires diligent nearby capacity mitigation to ensure that the new station stop does not degrade overall system throughput,

- Investigate opportunities to increase ridership and the line's role in serving as a vital transportation link connecting southern New Jersey with Atlantic City and Philadelphia;
- Examine the feasibility of a transfer station opportunity between the ACRL and PATCO at the high ridership PATCO Woodcrest Station, with its direct highway access to I-295; and
- Provide increased multimodal opportunities at a new Galloway/Pomona station in conjunction with the Atlantic City International Airport.

In its original Scope of Work, NJ TRANSIT outlined five scenarios to be developed and analyzed as part of the Study:

1. Add Pennsauken, Woodcrest and Pomona/Atlantic City Airport stations and associated infrastructure improvements needed maintain current single track capacities, operate existing level of service,
2. Add the three new stations, increase level of ACRL operations to nominal hourly service, with an increase of 4 daily round trips from the 14 round trip service level then in operation,
3. Add the three new stations, increase level of ACRL operations to a medium level of practical capacity given lower cost double tracking and lower cost modification of all applicable and feasible stations to have dual platform edges,
4. Add the three new stations, install double track at all feasible locations (including modification of existing stations where required), increase track speeds where appropriate, and determine maximum level of rail service that could be operated given the remaining cost-prohibitive single track constraints and external constraints (including Shore Interlocking, Amtrak NEC Capacity, and Atlantic City Terminal capacity; possibly including Woodcrest Station, Lindenwold Station and Delair Bridge single track constraints).
5. Remove all capacity constraints within the NJ TRANSIT-owned territory to define the ultimate level of service.

As the study progressed, the definitions of the five scenarios were revised to reflect key interim findings. A sixth scenario was added in response to significant operating inefficiencies that increased future O&M costs under one of the scenarios. A summary of the six scenarios, including station improvements, track and signal improvements and operational attributes is shown on the following page in Figure 1. For each of the scenarios, the LTK Team performed a physical feasibility assessment, conceptual design, operating plan development, operations analysis, development of capital and O&M cost estimates, environmental screening and cultural resources survey.

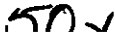


Figure 1-Summary of Future ACRL Operating Scenarios

1.2 Key Findings

The overall capital improvement costs of the six future ACRL scenarios evaluated in the study are detailed in Table 1. The associated costs for Administration, Design, and Construction Management have been added to each of the respective Scenarios. The costs of the two potential new ACRL stations – Woodcrest and AC Airport – are broken out separately as these can be viewed as optional elements of each Scenario (except that Scenario A2 cannot support a new Woodcrest Station due to single track operating constraints). The capital cost for Woodcrest Station is based on the Option 2 configuration that uses Melrose Avenue as the pedestrian connection between a new ACRL platform and parking; this option does not provide a direct transfer at Woodcrest between PATCO and the ACRL (refer to Section 6.3.1). Additionally, the required additional rolling stock (locomotives and coaches) have been added to support the projected equipment needs for operation of each Scenario.

Table 1 – ACRL Infrastructure Improvements – Summary of Overall Capital Costs

Improvement Element	Element Cost (Includes 15% Conting.)	Estimated Cost					
		Scenario A1	Scenario A2	Scenario B1	Scenario B2	Scenario C	Scenario D
SAUK to NORTH RACE	\$43.5 M	\$43.5 M	\$43.5 M	\$43.5 M	\$43.5 M	\$43.5 M	\$43.5 M
LINDEN to NORTH LUCAS (Option 1)	\$32.5 M	-	-	-	-	\$32.5 M	-
LINDEN to NORTH LUCAS (Option 2)	\$28.5 M	-	-	-	-	-	\$28.5 M
SOUTH FISH to NORTH WINS	\$44.5 M	-	-	-	-	-	\$44.5 M
SOUTH POMO to GRIFF	\$78.0 M	-	\$78.0 M	-	\$78.0 M	-	\$78.0 M
Track and Signal Cost		\$43.5 M	\$121.5 M	\$43.5 M	\$121.5 M	\$76.0 M	\$194.5 M
Woodcrest Station	\$7.5 M	\$7.5 M	-	\$7.5 M	\$7.5 M	\$7.5 M	\$7.5 M
Atlantic City Airport Station	\$28.0 M	\$28.0 M	\$28.0 M	\$28.0 M	\$28.0 M	\$28.0 M	\$28.0 M
Stations Cost		\$35.5 M	\$28.0 M	\$35.5 M	\$35.5 M	\$35.5 M	\$35.5 M
Beach Thorofare Linear Yard	\$7.0 M	\$7.0 M	\$7.0 M	\$7.0 M	\$7.0 M	\$7.0 M	-
Beach Thorofare Yard/S&I Fac.	\$95.0 M	-	-	-	-	-	\$95.0 M
Yard/Service & Inspection Cost		\$7.0 M	\$7.0 M	\$7.0 M	\$7.0 M	\$7.0 M	\$95.0 M
Subtotal		\$86.0 M	\$156.5 M	\$86.0 M	\$164.0 M	\$118.5 M	\$325.0 M
Project Management Cost							
Design & Engineering	8.0%	\$6.9 M	\$12.5 M	\$6.9 M	\$13.1 M	\$9.5 M	\$26.0 M
Construction Management	5.0%	\$4.3 M	\$7.8 M	\$4.3 M	\$8.2 M	\$5.9 M	\$16.3 M
Project Administration	1.0%	\$0.9 M	\$1.6 M	\$0.9 M	\$1.6 M	\$1.2 M	\$3.3 M
Subtotal		\$12.0 M	\$21.9 M	\$12.0 M	\$23.0 M	\$16.6 M	\$45.5 M
Total Scenario Infrastructure Cost		\$98.0 M	\$178.4 M	\$98.0 M	\$187.0 M	\$135.1 M	\$370.5 M
Rolling Stock							
Locomotives	\$7.0 M	\$14.0 M	\$14.0 M	\$28.0 M	\$35.0 M	\$42.0 M	\$63.0 M
Coaches	\$3.9 M	\$31.2 M	\$31.2 M	\$62.4 M	\$78.0 M	\$93.6 M	\$140.4 M
Incremental Scenario Rolling Stock Cost		\$45.2 M	\$45.2 M	\$90.4 M	\$113.0 M	\$135.6 M	\$203.4 M
Total Scenario Capital Cost		\$143.2 M	\$223.6 M	\$188.4 M	\$300.0 M	\$270.7 M	\$573.9 M
SAY		\$145.0 M	\$225.0 M	\$190.0 M	\$300.0 M	\$270.0 M	\$575.0 M

Capital costs range from \$145 million (Scenario A1) to \$575 million (Scenario D) including infrastructure, rolling stock and contingencies. It should be noted that NJ TRANSIT presently has a surplus of single level coaches of the types used on the ACRL; the actual scenario capital costs may be subject to downward adjustment depending on the year of scenario implementation and potential synergies with the overall NJ TRANSIT Fleet Plan.

Present ("Current 2011 Service") and future ridership on the ACRL is shown in Table 2. NJ TRANSIT developed the ridership forecasts presented in this report based on South Jersey Transportation Planning Organization (SJTPO) and Delaware Valley Regional Planning Commission (DVRPC) demographic projections. NJ TRANSIT's forecast for 2011 operations (but with the restoration of two round trips per day eliminated in 2009) is 3,040 weekday trips. With background economic growth along the Corridor, this increases by about 50% to 4,600 in 2035 (without the addition of Woodcrest and the Atlantic City Airport Rail Stations). These updated forecasts include projected Pennsauken Station ridership based on work performed for that project's environmental analysis.

The two major ACRL markets are the line's endpoints – Atlantic City and Philadelphia. The Atlantic City market accounts for 45% of current ridership. NJ TRANSIT used SJTPO demographic forecasts of employment, population, households, and summer population, organized by ACRL station area. The SJTPO forecast of 2010-2035 Atlantic City employment growth showed only a 12.5% growth in Atlantic City employment over the 2010-2035 period. This is an increase of 11,000 jobs from 56,000 jobs in 2010 to 67,000 jobs in 2035. This implies a growth of 4,400 casino jobs, or about one new casino.

Based on plans already announced by the Revel Casino, which opened in May, 2012, as well as two "boutique" casinos, an increase of about 5,000 to 7,000 casino jobs is projected. NJ TRANSIT modified the SJTPO forecast to add an additional 3,000 to 5,000 casino jobs. Thus NJT assumed an increase of 10,000 casino jobs from 2010 to 2035, increasing from 36,000 to 46,000 casino jobs over this 25 year period. Overall, NJ TRANSIT assumed that Atlantic City employment, using current ratios of casino to total jobs, would be 72,800 jobs in 2035, compared to 56,000 in 2010. This represents a growth of 27.7% in Atlantic City jobs over this 25 year period.

Similarly, NJ TRANSIT used 2000 and 2006-2008 American Community Survey (ACS) census data to establish base work trips to Center City Philadelphia, and the area around 30th Street. DVRPC growth rates projections for employment for these different areas were used. Overall Philadelphia work growth rates were in the 10% to 20% range from 2010 to 2035.

NJ TRANSIT used data on non-work Philadelphia ridership in 2006 and 2010, organized by ACRL station area. Future ridership in this market was based on growth in population in the ACRL station market areas, using 2006 rail survey data with growth to 2010. Overall, Philadelphia non-work travel is estimated to increase by 15% to 30% depending on the station.

NJ TRANSIT's projections show that adding the AC Airport Rail Station (including three associated shuttle bus services) increases daily trips by almost 900. The addition of Woodcrest increases daily trips by 400 more.

**Table 2 – Summary of Atlantic City Line 2035 Ridership Forecasts by Scenario
(Weekday One-Way Trips with Pennsauken)**

Round Trip Trains/ Day	Scenario (Service Level)	Weekday 2035 One-Way Trips Non-Summer		
		Current Stations (No AC Airport, No Woodcrest)	Current Plus AC Airport	Current Plus AC Airport & Woodcrest
14	Base - Enhanced Current, every 1-2 Hours	4,600	5,480	5,880
20	Scenario A1 - Hourly Philly-AC	6,760	8,780	9,540
20	Scenario A2 - Hourly Philly-AC – Enhanced Operational Efficiency	6,760 ⁽¹⁾	8,780 ⁽¹⁾	N.A. ⁽²⁾
26	Scenario B1 - Bi-hourly Philly-AC, plus hourly Egg Harbor to AC	7,000 ⁽¹⁾	9,120 ⁽¹⁾	9,880 ⁽¹⁾
33	Scenario B2 - Hourly Philly-AC, plus hourly Egg Harbor to AC	7,240 ⁽¹⁾	9,460	10,220
27	Scenario C - Hourly Philly-AC, Added service 27 trains each way	7,640	9,980	10,860
36	Scenario D - Hourly Philly-AC, Hourly AC- Lindenwold, for 30 Min. AC-Lindenwold	7,900	10,560	11,300
14	Current 2011 w/Restored 2009 service levels	3,040		
12	Current 2011 Service	2,800	3,340	

(1) Estimated by LTK Team.

(2) Woodcrest Station incompatible with scenario.

The six future scenarios (with Woodcrest and the AC Airport Rail Station) have projected weekday ridership of 9,540 to 11,300 trips (Scenario A2, which is operationally incompatible with the proposed Woodcrest Station, has projected 2035 weekday ridership of 8,780 trips). This is an increase of 3,700 to 5,500 daily trips versus the 2035 baseline with the same two new stations. Scenarios A1 and A2, which increase the number of daily ACRL round trips by six to provide hourly "clockface" service show the greatest ridership growth (47%) attributable to a single service plan change. Ridership growth associated with the introduction of Egg Harbor shuttles and associated with half-hourly service on the ACRL are relatively more modest. Other scenarios show ridership growth over the base of 52% to 72%, including the initial 47% growth associated with the six additional daily round trips.

The results of a comprehensive ACRL operations analysis show that all six potential future scenarios are operationally feasible, though Scenario A2 cannot support a Woodcrest station stop. Table 3 shows simulated on-time performance; all six scenarios produce 100% On-Time Performance, even when measured using a stringent zero second lateness threshold. The six scenarios operate with virtually no signal delay (train congestion) on the line.

The comparison of the simulation results shows no scenario is clearly superior in terms of schedule reliability and On-Time-Performance. While Scenario D does reflect the lowest per train and per 10,000 mile level of delay, it also has the most ambitious service increase and associated operating subsidy. The changes in average train operating (dispatching) delay between Scenarios A1 and B1 and B2 are mainly due to the inclusion of the shuttle trains which are able to run without dispatching delay and help to bring down the overall averages, as can be seen from comparing the averages against the total delay numbers. Scenario A2,

with the same number of weekday trains (all of them through trips between Atlantic City and Philadelphia) as Scenario A1 shows superior simulation results in terms of lower train operating (dispatching) delay.

**Table 3 – Predicted On-Time Performance
by ACRL Scenario**

Scenario	Group	On-Time Performance		
		0:00	2:59	5:59
FNB	PHL	48.3%	62.1%	96.6%
	ACES	100.0%	100.0%	100.0%
	Total	53.1%	65.6%	96.9%
A1	PHL	100.0%	100.0%	100.0%
A2	PHL	100.0%	100.0%	100.0%
B1	PHL	100.0%	100.0%	100.0%
	EGG	100.0%	100.0%	100.0%
	Total	100.0%	100.0%	100.0%
B2	PHL	100.0%	100.0%	100.0%
	EGG	100.0%	100.0%	100.0%
	Total	100.0%	100.0%	100.0%
C	PHL	100.0%	100.0%	100.0%
	LIN	100.0%	100.0%	100.0%
	PSK	100.0%	100.0%	100.0%
	Total	100.0%	100.0%	100.0%
D	PHL	100.0%	100.0%	100.0%
	LIN	100.0%	100.0%	100.0%
	PSK	100.0%	100.0%	100.0%
	Total	100.0%	100.0%	100.0%

**Table 4 – Changes in Level of Service (LOS) and Queue Length at Selected Crossings
Between Closely-Spaced Gate Down Time Events**

Intersection	Scenario A1		Scenario B1		Scenario B2		Scenario C		Scenario D	
	Change in:		Change in:		Change in:		Change in:		Change in:	
	LOS	95% Queue Length	LOS	95% Queue Length	LOS	95% Queue Length	LOS	95% Queue Length	LOS	95% Queue Length
Westfield Avenue	No	21%	No	17%	No	14%	No	19%	No	23%
Milford Road	< or = to existing		< or = to existing		< or = to existing		< or = to existing		< or = to existing	
Atco Avenue	Yes (B)	-5%	Yes (B)	-4%	Yes (B)	-5%	Yes (B)	-8%	No	-24%
Fairview Avenue	No	-5%	No	-5%	No	-5%	No	-4%	No	3%
Bellevue Avenue (RT 54)	< or = to existing		< or = to existing		< or = to existing		< or = to existing		< or = to existing	
Park Avenue	No	18%	No	17%	No	17%	No	18%	No	18%
Philadelphia Avenue	No	-3%	< or = to existing		< or = to existing		< or = to existing		< or = to existing	
Cologne Avenue	< or = to existing		< or = to existing		No	5%	< or = to existing		< or = to existing	
Pomona Road	No	-1%	No	-4%	No	16%	No	-1%	Yes (C)	32%
Brigantine Connector (AC Expressway)	< or = to existing		Yes (B)	109%	Yes (B)	97%	Yes (B)	97%	Yes (B)	9%

Micro traffic simulation models were developed for the ten crossings as they are affected by the five potential future operating scenarios. In Scenarios A, B1, B2 and C, Level of Service (LOS) – computed during the short time frames between the closest gate down time events -- remains at "A" or "B" for all crossings, as shown in Table 4. Scenario D's higher train volumes results in Pomona Road changing from LOS "B" to LOS "C"; the queue length will increase as well. The micro traffic simulation model also shows increasing queue lengths at the Brigantine Connector with Scenario D though the LOS remains at "B". These two crossings merit additional analysis if Scenario D is advanced by NJ TRANSIT.

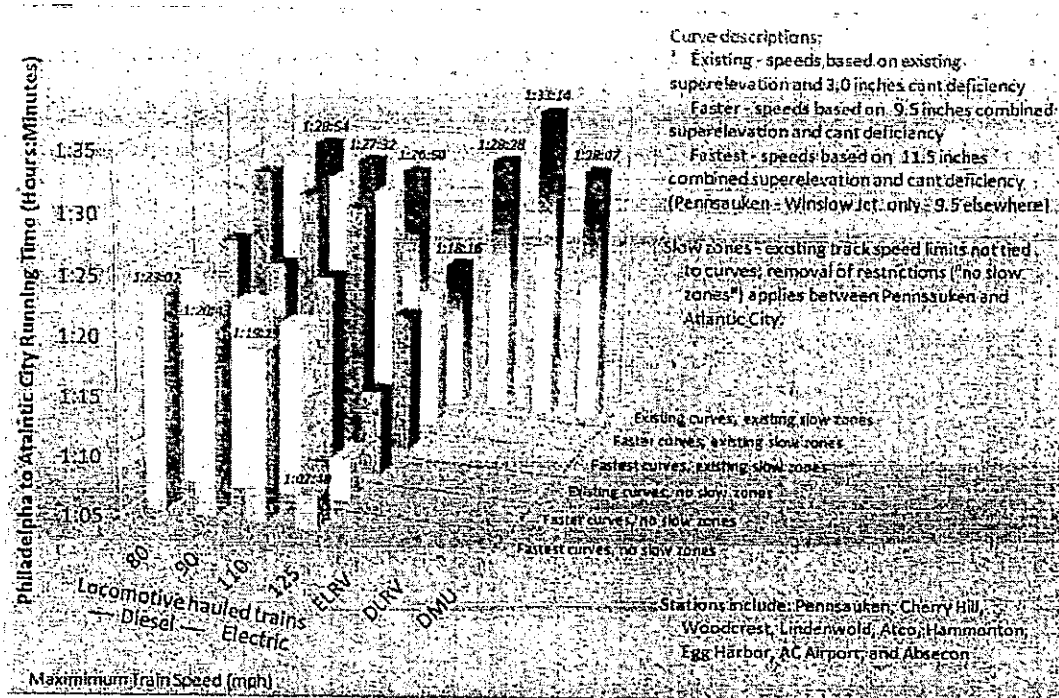


Figure 2 - Comparison of Travel Time Improvements for Various Speed Enhancements

The study's comprehensive look at alternative vehicle technologies and alternative maximum speeds concluded that the current diesel push-pull technology is the appropriate modal choice, given the ACRL operational and ridership profile. Changing vehicle technologies offers little end-to-end time savings and requires significant capital outlays. Significant improvements to service are possible from enhancing the infrastructure to handle greater train frequencies and, potentially, higher operating speeds consistent with diesel locomotive performance.

As shown in Figure 2, the "Law of Diminishing Returns" applies to maximum authorized speed increases on the ACRL. The travel time gain from a maximum speed increase to 90 MPH (versus the current 80 MPH) shows a modest trip time benefit while additional travel time savings resulting from a maximum speed increase to 110 MPH are negligible. For example, increasing the ACRL top speed from 80 to 90 MPH with existing speed restrictions in place saves about 1.5% of baseline trip time; the additional savings from increasing the line to 110 MPH (from 90) are only 0.8%. Similarly, with an aggressive end-to-end program of curve improvements and slow zone removal, increasing the ACRL top speed from 80 to

90 MPH saves about 9.2% of baseline trip time; the additional savings from increasing the line to 110 MPH (from 90) are only 1.6%.

Table 5 displays the diesel push-pull technology results from Figure 2, in percentage savings terms. Eliminating all ACRL slow zones (speed restrictions unrelated to track geometry or Delair Bridge structure) produces a modest decrease in Philadelphia to Atlantic City travel time of 5.1 percent. The combination of the most aggressive set of improvements – 110 MPH operation, elimination of all slow zones, increasing curve super-elevation to maximum levels and increasing curve unbalance to maximum levels – yields an overall terminal to terminal trip time savings of about 9 ½ minutes, which is less than an 11 percent reduction from the Baseline trip time. The relatively modest trip time savings are not justified by the significant increase in fuel consumption and track maintenance expenditures that would be required. In addition to higher operating costs, significant capital investments in curve realignment and signal system modifications to support the higher speeds would be required.

Table 5 – Potential ACRL Terminal to Terminal Travel Time Savings with Maximum Speed Increases (Percent)

	Maximum Speed (MPH)		
	80 (Existing)	90	110
Existing Curves, Existing Slow Zones	0.0%	1.5%	2.3%
Existing Curves, No Slow Zones	5.1%	7.1%	7.9%
Faster Curves, No Slow Zones	6.4%	8.9%	10.4%
Fastest Curves, No Slow Zones	6.6%	9.2%	10.8%

1.3 Next Steps

There is no capital funding available for any of the ACRL improvements identified in this report in NJ TRANSIT's current five year capital plan. However, recent events have shown that "ready to go" projects (those with environmental clearance, permits in place and designs at any advanced stage) are more likely to be funded than those where these important steps have not yet been undertaken. In addition to the site-specific improvements identified in this report, an overall ACRL Investment Strategic Plan with funding priorities (when capital funding is available) should be developed. With proven ridership demand and market analysis as inputs, this strategic plan would identify the optimal balance of service, ridership, farebox revenue, operating and maintenance costs and required capital improvements for the line over the coming decades.

The proposed Atlantic City Airport Rail Station is projected to attract significant new ridership to the ACRL by providing access to major regional employment and education centers at the Airport, Stockton University, the Mainland Campus of AtlanticCare Regional Medical Center in Galloway, and the FAA Tech Center located adjacent to the airport. The AC Airport Rail Station is consistent with the Airport's January 2010 Master Plan, including its capital projects to expand passenger traffic (Runway 4-22 extension, terminal expansion, improved airport access). The proposed station, located at the approximate midpoint of the 10.1 mile segment between Egg Harbor City and Absecon stations, would enhance multimodal connections in southern New Jersey and provide convenient access to the airport from both Center City Philadelphia and Atlantic City. NJ TRANSIT should consider advancing this project to the environmental clearance phase in partnership with the airport operator. The

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Port Authority of New York and New Jersey's recent investment in the AC Airport may be a first step in securing external funding of an AC Airport Rail Station which is estimated to cost \$32 million (2012 dollars), including design, construction management and project administration.

Other important "Next Steps" are detailed below.

1.3.1 Delair Bridge Inspection

NJ TRANSIT should continue to perform and analyze the results of periodic Delair Bridge structural inspections. Despite the bridge's location between the "forced" diverging moves of Shore Interlocking on the Northeast Corridor and the planned Pennsauken Station stop, upgrading passenger train speed on the bridge to 40, 50 or 60 MPH would provide meaningful ACRL trip time improvements. To be sustainable, this will clearly require greater capital investment in the bridge, which is owned by Conrail Shared Assets, than has been allocated in recent decades. At the same time, lack of Delair Bridge capital investment could lead to more severe structurally-related passenger train speed restrictions, discouraging ACRL ridership.

1.3.2 Woodcrest Transfer Station

The creation of an ACRL platform at the existing PATCO Woodcrest Station owned by the Delaware River Port Authority (DRPA) would attract additional riders to the ACRL, primarily by providing more convenient access for I-295 "park and ride" customers. A convenient ACRL/PATCO transfer already exists in nearby Lindenwold, so the Woodcrest Transfer Station does not significantly enhance multimodal opportunities (in fact, 39 to 56% of projected Woodcrest ridership, depending on the future scenario, are diversions from other ACRL stations rather than new ACRL riders).. The Woodcrest Transfer Station poses a number of institutional challenges, including potential use of a PATCO "paid" fare area for ACRL customers to access the NJ TRANSIT platform and additional parking demand at the Woodcrest facility. The placement of the ACRL platform within a single track portion of the NJ TRANSIT line (and with no feasible solution for double tracking on this curving, constrained right of way) poses operational concerns.

1.3.3 Optimize Scenario A2

Future Operating Scenario A2 brings hourly service to the ACRL while maintaining the current high operating efficiency of two round trips per crew per day. This operating scenario holds promise in terms of improving ACRL ridership and operational efficiency; it should be considered for advancement by NJ TRANSIT in the future.

It should be noted that the required train slots needed for efficient scheduled train "turns" at 30th Street Station in Philadelphia are fundamentally incompatible with the longer single track occupancy times in the Haddonfield Cut. Therefore, Scenario A2 is mutually exclusive with the potential Woodcrest Transfer Station improvement. Scenario A2 requires double track from Sauk to North Race Interlockings, along with a second platform at Cherry Hill Station at an estimated cost of \$40 million (2012 dollars, including contingency).

Scenario A2 also requires double track from Pomo to Griff Interlockings (including a second platform edge and reconstructed station at Absecon) at a total estimate cost of \$49 million, in order to support service to the proposed Atlantic City Airport station. It may be possible to develop a lower cost version of Scenario A2 (with service to the proposed AC Airport station) but this will require additional analysis using full network rail operations simulation,

which is beyond the scope of work for the ACRL. Possibilities, all of which would eliminate the \$6 million Absecon station cost and much of the \$43 million double tracking cost, include:

- Shorter section of double track from Pomo Siding south with #20 turnouts at each end,
- Shorter section of double track from Pomo Siding south with high speed #32.7 turnouts at each end,
- Maintaining the current limits of Pomo Siding but upgrading the mainline track speed north and south of Pomo Siding to Class 5 (90 MPH maximum passenger train speed) to support shorter single track occupancy times.

NJ TRANSIT should pursue a more detailed study of Scenario A2 to refine its required ACRL infrastructure, thereby producing a more reliable capital cost estimate.

1.3.4 Pursue Operating Efficiency Improvements

The ACRL has the lowest farebox recovery ratio (percentage of operating costs covered by ticket revenues) of NJ TRANSIT's commuter rail lines. The Study has identified a number of potential operating efficiency improvements that could improve the farebox recovery ratio and that should be the subject of more detailed analysis, including financial benefit/cost analysis:

- Construct a small scale Service and Inspection facility with car wash in the Atlantic City terminal area to reduce/eliminate four weekly non-revenue round trips between the ACRL and the Meadowlands Maintenance Complex,
- Expand the fueling flexibility within the Atlantic City terminal by completing the installation of fuel pads on Tracks 2 and 3, expanding flexibility over the current refueling, which is limited to Tracks 4 and 5. This would eliminate the current requirement of some non-revenue train movements solely to support refueling.
- Add a sand tower at the Atlantic City terminal, eliminating the current labor-intensive practice of sanding rolling stock by hand.

Table 6 summarizes the net operating subsidy required (in 2012 dollars) for each of the 2035 scenarios, including the costs of the Stockton and Atlantic City Medical Center bus shuttles to/from the proposed AC Airport Rail Station. All potential future scenarios require larger NJ TRANSIT operating subsidies than today (about \$2 to \$10 million subsidy increase annually). However, they all show improved financial performance as well, increasing the farebox recovery ratio (percent of operating costs covered by ticket revenue) above the 2035 Future Baseline scenario of 29.2%. The 2035 Future Baseline scenario shows an improved farebox recovery ratio when compared with today's 12 daily round trip operation, primarily because of the future scenarios' background ridership growth and higher ticket revenues. Scenario A2 (hourly bidirectional service with enhanced operational efficiency) has the lowest net operating subsidy increase and the highest farebox recovery ratio (at 37.7%). While the potential operating scenarios improve the farebox recovery ratio by 5 percentage points or more, none of the ACRL scenarios approach the overall NJ TRANSIT commuter rail farebox recovery ratio of 59.6% (FY 2013).

Table 6 - Summary of Net Operating Subsidy Required for 2035 ACRL Service Scenarios (Including AC Airport Rail Station Shuttle Bus Services)

Scenario	AC - PHL	Additional Services	Annual Rail O&M (\$ millions)	Annual AC Airport Shuttle O&M (\$ millions)	Projected Ticket Revenue (\$ millions)	Net Operating Subsidy Required (\$ millions)	Farebox Recovery Ratio (Percent)
	Round-trips/day						
Baseline	14	--	\$ 22.4	\$ 0.3	\$ 6.6	\$16.1	29.2%
A1	20	--	\$ 33.0	\$ 0.6	\$12.1	\$21.5	35.9%
A2	20	--	\$ 28.8	\$ 0.6	\$11.1	\$18.3	37.7%
B1	20	6 AC-Egg Harbor	\$ 34.7	\$ 0.6	\$12.7	\$22.7	36.0%
B2	20	13 AC-Egg Harbor	\$ 37.1	\$ 0.6	\$12.9	\$24.8	34.2%
C	25	1 AC-LIN, 1 AC-SAUK	\$ 38.6	\$ 0.6	\$13.6	\$25.7	34.6%
D	21	15 AC-Lindenwold	\$ 38.5	\$ 0.6	\$13.4	\$25.7	34.4%

The ridership forecasts and their predictions for AC Airport Rail Station ticket revenue are dependent on the operation of three separate shuttle services at this station – FAA Technical Center/AC Airport, Stockton and Atlanticare Hospital. The airport operator is assumed to operate the FAA/AC Airport shuttle. The other two shuttle services could be operated by NJ TRANSIT, a contract operator or the institutions themselves. Shuttle bus fares were assumed to be free for Airport passengers, and \$1 one-way or an extra \$28 monthly for rail riders for the other services. NJ TRANSIT's ridership forecasts indicate that only 25-30% of the AC Airport Rail Station riders are "local" passengers; the remaining 70-75% are attracted to the station because of the availability of shuttle service.

Recognizing that there are PATCO customer service concerns with the segregated "paid" and "non paid" areas of Options 1A and 1B, the LTK Team investigated an alternative approach that uses the Melrose Avenue bridge, denoted Options 2. This option provides a pedestrian path from a potential ACRL side platform to the existing Melrose Avenue Bridge, then uses the bridge roadway to access PATCO parking and the Woodcrest Station. Option 2 has circuitous transfers between NJ TRANSIT and PATCO, as well as long walks between the potential ACRL platform and parking designated for NJ TRANSIT customers. No fare collection issues exist in Option 2.

5.3.2 Woodcrest Ridership Projections

The ridership analysis assumed that most riders using PATCO to access the ACRL would still transfer at Lindenwold. Therefore, almost all ACRL riders at Woodcrest would be "park and ride" passengers with parking demand at Woodcrest from this ridership equal to about 80% of the projected boarding riders. Parking demand of between 350 and 570 spaces would be required at Woodcrest; some of this can be accommodated in the existing Woodcrest lot, but there appears to be the need to build some additional parking to accommodate Woodcrest ACRL ridership demand. Given the uncertainty in the quantity of additional parking spaces required, the cost of Woodcrest parking expansion is not included in the Study's projected capital costs.

NJ TRANSIT's ridership forecasts show that the Woodcrest Transfer Station does not provide significant benefit in terms of attracting new ridership or enhancing multimodal connections. Depending on the future operating scenario assumed (refer to Chapter 7), about 44% to 61% of the Woodcrest boarding ridership generated new ACRL riders, with the balance being diverted from existing stations. Overall Woodcrest has between 470 to 750 boarding riders in 2035, with 205 to 432 being new ACRL riders, depending on the future operating scenario.

The potential Woodcrest Transfer Station has a number of institutional challenges, including potential use of a PATCO "paid" fare area for ACRL customers to access the NJ TRANSIT platform and impact on parking capacity at the PATCO Woodcrest facility. The placement of the ACRL platform within a single track portion of the NJ TRANSIT line (and no feasible solution for double tracking on this curving, constrained right of way) poses operational concerns.

5.4 Atlantic City International Airport Rail Station

The study included evaluation of potential locations for a proposed Atlantic City Airport/Pomona Rail Station in Egg Harbor Township and a conceptual station site plan resulting from this evaluation. The evaluation of locational trade-offs included operational considerations on the ACRL, airport terminal shuttle bus access based on input from the South Jersey Transportation Authority (SJTA), airport expansion plans including future runway protection zone requirements associated with runway expansion, parking availability and local traffic concerns.

It is not possible to site a station on the ACRL that provides pedestrian connections to the Atlantic City Airport terminal; shuttle bus transfers would be required. A realignment of the ACRL to directly serve the terminal was considered and rejected because of cost, construction complexity, institutional property ownership issues and the attendant increase in travel times for existing through ACRL passengers.

Operational considerations on the ACRL include ensuring that:

- The station can be served by all ACRL trains (station must provide access to both tracks if located within the limits of Pomo Siding),
- Trains stopping at the Atlantic City Airport/Pomona Station have little or no impact on vehicular movements on the ACRL's two rail-highway grade crossings in the area – Genoa Avenue and Pomona Road,
- Trains serving the new station do not degrade capacity or reliability of the ACRL as a whole, given the long single track sections of the line and the limited number of locations where trains can pass in opposite directions.

Atlantic City Airport Overview: With recent investments by the Port Authority of New York and New Jersey, the Atlantic City International Airport (ACY) is presently served by only one scheduled service – discount carrier Spirit Airlines. Spirit presently provides non-stop service to Ft. Myers, Myrtle Beach, Orlando, Tampa, Fort Lauderdale, West Palm Beach. Seasonal service is provided to Boston, Chicago and Detroit.

The Airport ended 2010 with passenger volumes up 29% to about 1.4 million boardings, versus a loss in traffic at its nearest major competitor, Philadelphia International Airport (2011 growth was flat, with passenger boardings continuing at about the same 1.4 million annual rate). The airport had an average fare of \$188 in 2010, the lowest of the top 100 airports in the country. In addition to scheduled service offered by Spirit, the airport serves numerous charter flights, especially to Florida during the winter months.

The airport has lost two scheduled carriers in recent years. AirTran, which had entered into a subsidy agreement with SJTA for Atlanta service, ended that service on January 6, 2012. WestJet ended Toronto service on May 9, 2010.

In addition to the approximately 2,200 acres of land leased to the SJTA from the Federal Aviation Administration Tech Center, the Airport consists of another approximately 2,700 acres retained by the FAATC for its mission. The airport supports several other government agencies, including the New Jersey Air National Guard 177th Fighter Wing, the United States Coast Guard Atlantic City Air Station, and the Transportation Security Agency's Federal Air Marshall National Training Center. The Richard Stockton College of New Jersey is also located nearby.

In a continued effort to expand service, Atlantic City International Airport, which has seven commercial flight gates, has engaged in a coalition with Atlantic City destination and economic development stakeholders to attract air carriers and additional connectivity to the national air travel system. This coalition is working to make Atlantic City more accessible to major travel markets not presently served by direct flights, especially Chicago. \

The proposed Atlantic City Airport Rail Station is consistent with the Airport's January 2010 Master Plan, including its capital projects to expand passenger traffic. The Master Plan projects include extension of Runway 4-22 to 8000 feet (thereby improving reliability of accommodating larger planes), terminal expansion, an expanded parking garage, a rental car facility and general aviation expansion. In September, 2012, the Port Authority of New York and New Jersey announced that it was launching a \$3 million feasibility study of taking over the Atlantic City Airport, a possible precursor to diverting some passenger traffic from Newark International Airport to Atlantic City.

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5.4.1 Atlantic City Airport Rail Station Locational Considerations

The ACRL through the potential Atlantic City Airport/Pomona station site is largely single track, with a passing siding ("Pomo Siding") located just south/east of Pomona Road and extending 5500 feet to the south/east. The passing siding is used by multiple NJ TRANSIT trains each day to pass in opposite directions. The siding is also used occasionally to "pocket" (hold) a freight or Maintenance of Way train.

From an operational perspective, the station cannot be located adjacent to the track switches that define the north/west end of Pomo Siding ("North Pomo") or adjacent to the track switches at the south/east end of Pomo Siding ("South Pomo"). The north/west end of Pomo Siding, where the track switches and associated signals are located, precludes any station platform access and extends 796 feet from the centerline of Pomona Road. Similarly, the south/east end of Pomo Siding, extending from a point 4961 feet from the centerline of Pomona Road to a point 5391 feet beyond that (a length of 430 feet), also precludes any station platform access.

As shown in Figure 4, there are three categories of potential station locations, which are:

1. North/west of Pomo Siding, between Pomona Road and Genoa Avenue (or, potentially, north/west of Genoa Avenue),
2. Within the limits of Pomo Siding,
3. South/east of Pomo Siding.

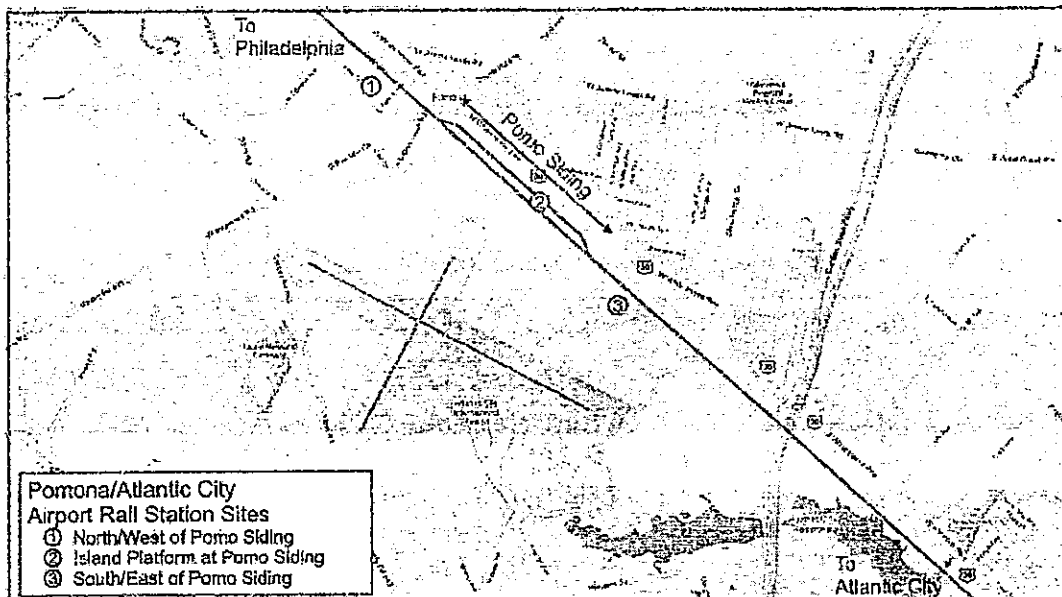


Figure 2 – Atlantic City Airport and the NJ TRANSIT Atlantic City Rail Line, with Pomo Siding highlighted.

5.4.2 Runway Protection Zone/Avigation Easement

SJTA provided the LTK Team with its plans for the extension of Runway 4-22 in the long term, as called for in the Atlantic City International Airport Master Plan. Potential rail station facilities, especially overpasses, may be constrained by the FAA Clearance Envelope for extended Runway 4-22.

5.4.3 Atlantic City Airport Rail Station Platform Configuration

If the Atlantic City Airport/Pomona station is located within the limits of Pomo Siding, it should be configured as a center island platform serving both tracks. This is because ACRL trains "meet" at this location, with both tracks routinely used for revenue trains in either direction. Constructing a station platform only on one side of Pomo Siding would mean that certain ACRL trains could not serve the station, jeopardizing the attractiveness of the service and severely limiting the flexibility of the line's dispatcher. This would have a direct negative effect on ACRL reliability.

Constructing outside ("side") station platforms on both the main track and passing siding at Pomo Siding is also unacceptable operationally because it would make last-minute changes of track assignments by the dispatcher impossible. This is because there would not be sufficient time for passengers (especially those with luggage) to change platforms, using stairways, elevators and an overpass above the two tracks. It would not be practical for passengers switching platforms to use Pomona Road to switch from one side of the tracks to the other because the platforms can be no closer to the road than 796 feet, due to the presence of North Pomo Interlocking.

Greatest dispatching efficiency is achieved by routing the first train of the two-way "meet" into the passing siding (which is inherently slower than the main track) and allowing the second (later) train of the "meet" to use the faster main track route. When two trains are approaching at about the same time, the dispatcher prefers to wait until several minutes before the trains are predicted to arrive at Pomo Siding to determine which train goes to which track, allowing greater schedule recovery in the event that one or both of the trains is running late. This last-minute dispatching flexibility would be lost if dispatchers must commit to specific tracks five or more minutes before train arrival at Pomo Siding in order to allow sufficient time for passengers to move to the correct platform. This issue does not exist with a center platform; visible and audible messages simply direct passengers to turn 180 degrees to board the correct train in the event of a last-minute track switch.

5.4.4 Atlantic City Airport Rail Station Grade Crossing Congestion Issues

There are two highway-rail at-grade crossings near the potential Atlantic City Airport/Pomona station – Genoa Avenue and Pomona Road. Pomona Road (FRA Crossing 586106P at MP 46.6) is classified as an Urban Minor Arterial. A March 2010 count found an Annual Average Daily Traffic (AADT) of 11990 vehicles, with a peak hour volume (4:15 p.m.) of 1114 vehicles. Traffic counts for Genoa Avenue are not available but a field visit indicated that vehicular volumes at that crossing are far less than that of Pomona Road.

Pomona Road (County Route 575) has a projected July 2015 AADT of 13627 vehicles, according to Atlantic County. This significant traffic level, typical of a major arterial, reflects Pomona Road's critical location connecting White Horse and Black Horse Pikes as well as serving an exit of the Atlantic City Expressway.

A typical peak hour factor to convert from AADT to Peak Hour is about 9%. Using the 13627 future AADT projection, this would translate into a peak hour volume of 1227 vehicles or about 20 vehicles per minute at the crossing. Pomona Road has NJ TRANSIT grade crossing approach warning distances of about 3800 feet in each direction. Therefore, the gates will start down at Pomona Road when the approaching train is 3800 feet from the pavement edge of the crossing and remain down until the rear of the train has cleared the opposite pavement edge. Should there be a station stop within the approach warning distance, the crossing gates will generally start down when the train reaches a point 3800

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feet from the crossing and remain down until the train clears the crossing. With some Atlantic City Airport/Pomona Station passengers slowed with luggage and lack of familiarity with the NJ TRANSIT system, a dwell time in the range of 90 seconds is possible. When added to the time to traverse the 3800 feet approach warning distance and run the length of the train to clear the crossing, a total gate down time of 3 minutes is possible.

Assuming the rate of 10 vehicles per minute per direction, a 3 minute gate down time equates to a queue of 30 vehicles on each side of the crossing. This raises concerns about vehicular congestion, including potential delays to emergency response vehicles and cascading delays to the nearby intersection of Pomona Road and White Horse Pike. For these reasons, the siting of the Atlantic City Airport/Pomona Station is not recommended within 3800 feet of the Pomona Road grade crossing.

Genoa Avenue and Pomona Road are equipped with "motion sensor" grade crossing technology that will cause the warning devices (crossing gates, flashing lights and bell) to "time out" if an approaching train is detected as stopped. While this technology can mitigate some of the potential vehicular queuing, the "motion sensor" technology is intended more for a train that has stopped unexpectedly en route than for routinely stopping trains because:

- The double action of the warning devices can be confusing to motorists, as the gates go down, go up when the train stop at the station, then go down again as the train leaves the station,
- Depending on the distance between the station and the crossing, the restart of the warning devices may not provide the desired minimum 20 seconds of approach warning time without the departing train proceeding very slowly (and, if it proceeds too slowly, the "motion sensor" technology won't detect the train moving at all). The use of "motion sensor" technology in conjunction with a station located within about 500 feet of a grade crossing can add travel time to all trains due to the requirement that the train depart slowly.

If the "motion sensor" technology includes "constant warning time" algorithms (a near-constant approach warning time for the crossing regardless of approaching train speed) and the station is located somewhat distant from the crossing (1500 feet or more), it is likely that an approaching train making a station stop will not trigger the warning devices until the train is ready to leave the station. This arrangement eliminates the confusing "down/up/down/up" sequencing of the gates and flashers.

In summary, it is desirable to locate the Atlantic City Airport/Pomona Station 3800 feet or more from the Pomona Road crossing. At an absolute minimum, the Atlantic City Airport/Pomona Station must be located 1500 feet from the Pomona Road crossing to avoid significant community traffic impacts.

5.4.5 Atlantic City Airport Rail Station Concept Development

The AC Airport property ownership in the vicinity of the potential ACRL station site is complex. Some land is under the control of the Federal Aviation Administration (FAA) and other land is under the control of the Air National Guard. Based on consultation with the SJTA, station sites were considered only within Village boundaries and where the primary means of access was via Route 30. Both private automobile and shuttle bus access would be from the non-airport side of the ACRL based on these criteria.

Combining the SJTA suggestions with a review of potentially-developable parcels and ACRL operational considerations led to the conceptual site plan presented in Figure 5. Access would be from a four-way intersection that would be an expansion of the current three-way intersection of Route 30 with Rosemarie Avenue. A preliminary review of the intersection traffic volumes indicates that a traffic light would not be required at this location with an AC Airport/Pomona Rail Station in service. Approximately 200 surface parking spaces would be provided with a circulation road for shuttle buses, "kiss and ride" and parking surrounding the surface parking. Six modified "sawtooth" bus bays would be provided for the planned shuttle services.

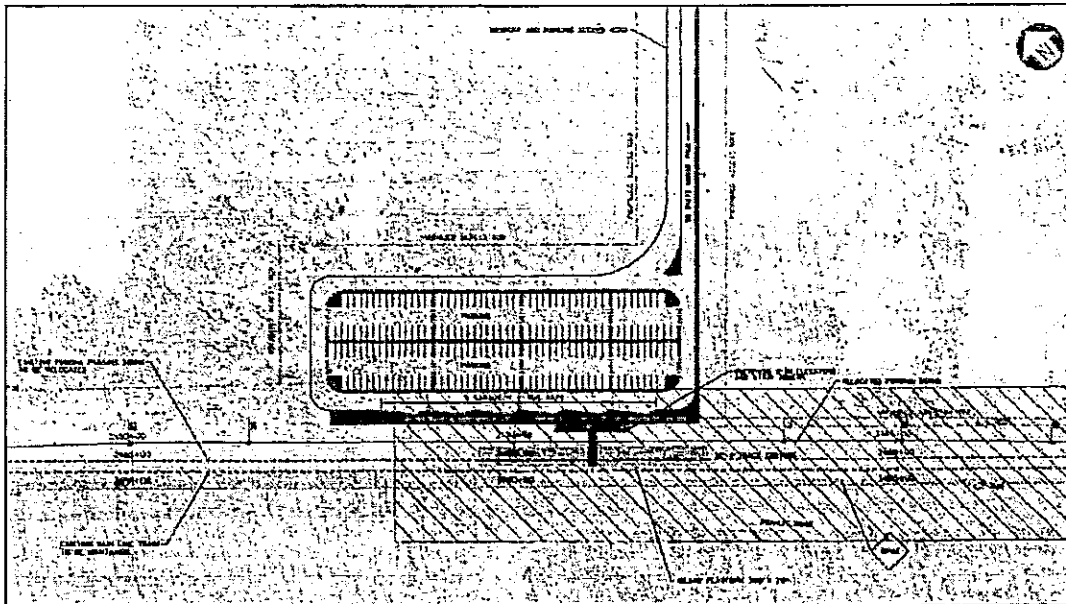


Figure 3 – Potential Atlantic City Airport/Pomona Rail Station Site Plan – Detailed View with Six Modified Sawtooth Bus Bays

5.4.6 Atlantic City Airport Rail Station Architecture

The proposed station includes a center high level platform, platform canopy, stairways and twin elevator towers. Figure 6 provides an architectural rendering of the proposed station as viewed from the surface parking.

65x

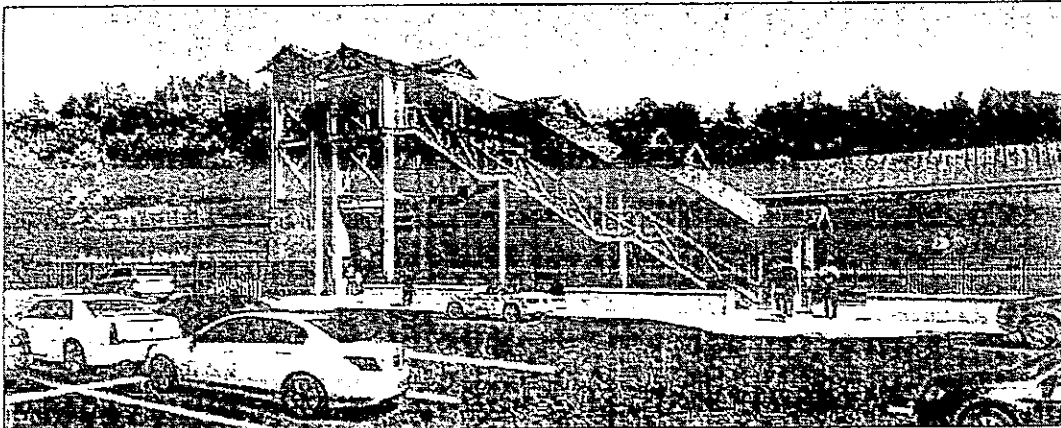


Figure 4 – Atlantic City Airport/Pomona Rail Station Architectural Rendering - Option A

5.4.7 Atlantic City Airport Rail Station Ridership Projections

NJ TRANSIT undertook an analysis of a new station in Pomona that also will serve the Atlantic City Airport (AC Airport) and major regional jobs centers including the FAA Technical Center, Stockton University, and the Atlantic City Hospital Center. This station actually serves four major markets, as detailed below.

Local/Regional travel to Atlantic City:

This is potential ridership from the Galloway area and Pomona, along with some regional access from Southern Ocean County. These regional riders would access the station via the Garden State Parkway and Rt. 30, or via Jimmie Leeds Road using the Parkway interchange with the Atlantic City Rest area. This assumes that the missing moves between the GSP South and Rt. 30 west, and the return move are completed as has been proposed by the NJ Turnpike Authority that operates the GSP. This improvement enhances access to this station site, although it still requires a reverse movement of about 2 miles to access Atlantic City. Ridership includes casino workers, local workers, and visitor trips to Atlantic City.

Local/Regional Travel to Philadelphia:

The same markets of Galloway and Southern Ocean County to Philadelphia for work and recreational travel, including connections to PATCO. This market can be more regional with the Parkway/Rt. 30 improvements identified above.

Atlantic City Airport Passengers:

AC Airport passengers in 2011 were surveyed by NJ TRANSIT's ridership consultants and this information was used to identify origins of air passengers by trip purpose and how these people traveled to the airport. The number of airport passengers within 1 and 5 miles of each station, or considering regional access beyond 5 miles at some stations was also considered.

Shuttle Bus Connections to Major Regional Employers:

This includes Stockton University, the FAA Tech Center, and the AtlantiCare Regional Medical Center in Galloway. All ACRL ridership forecasts assume shuttle bus connections to the following employment/activity locations:

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- Stockton University- The university is a major trip generator with approximately 7,900 students, and 1,200 non-student employees. Student zip code data was obtained from the State of New Jersey Department of Education. Employee data was obtained from SJTA.
- FAA Technical Center- The main security gate is where shuttle bus service would provide access to this location, where total employment is estimated at 1,450. The ridership estimates do not include the new office buildings being constructed in the nearby office park. Distribution of employees received from SJTA.
- Mainland Campus of AtlantiCare Regional Medical Center in Galloway – This major medical facility has approximately 5,000 employees with distribution of workers provided by SJTA.

In its ridership forecasts, NJ TRANSIT assumed that there would be three shuttle services that would meet all ACRL trains in both directions from approximately 6 AM until midnight for all scenarios except those where 30 minute headway service is operated. Buses would leave within 5 minutes of scheduled arrival time, and allow a 6 to 10 minute connection coming from each of these locations. For airport service, there may be some allowance for service beyond 12 Midnight or arriving at about 5 AM depending on flights. For the 30 minute ACRL frequency service, connections would be timed so no NJ TRANSIT customers would wait more than 5 to 15 minutes.

5.5 Atlantic City Area Service & Inspection Facility

5.5.1 Background and Need

Based the five operating scenarios which have been identified as proposed services between Atlantic City, Philadelphia and the intermediate station locations, higher service frequencies under Scenarios B, C, and D require between 8 and 10 trainsets, which exceeds the capabilities of the Atlantic City Terminal where service and light maintenance work is currently performed. This section summarizes the effort to evaluate the potential for adding an ACRL storage yard with Service and Inspection (S&I) Facility has been evaluated.

Appendix E details the general facility requirements which have been established and the evaluation of potential sites which could accommodate this facility. The summary of the key issues and considerations are noted below.

Based upon NJ TRANSIT system-wide yard and maintenance requirements, the proposed yard and S&I facility would support 11 trainsets and include a single track S&I facility with fueling capability. Support facilities and site parking, as well as a potential car wash would also be included. An overall site of approximately 25 Acres would be required to support these requirements.

5.5.2 Site Location Options and Evaluation Considerations

Important site considerations including size and configuration, environmental constraints, community impacts and proximity to terminal operations were established as the primary evaluation criteria for potential sites.

Based upon the overall requirements and evaluation parameters, potential sites between Atlantic City Terminal and Winslow Junction were reviewed to evaluate their feasibility. A full discussion and preliminary evaluation of the sites is presented in Appendix E. Some sites are identified which can support the requirements and meet the evaluation criteria, however