

## **Executive Summary**

### **NJ TRANSIT - A 5-Year Capital Plan Category A**

**Problem:** Over the last decade disinvestment eroded the reliability of the NJ TRANSIT system. NJ TRANSIT developed its first long-term Capital Plan to return the nation's largest state transit system to a state of good repair and deliver reliable service and resilient, safe and efficient infrastructure to all customers. Key objectives included equitable distribution of service, economic growth with targeted improvements, and new technology investment to reduce carbon emissions and address health issues raised by the pandemic.

**Solution:** The goals in NJTRANSIT's Strategic Plan (NJT2030) was the starting point. The capital planning team translated the goals into five performance metrics for evaluating projects: state-of-good repair, customer experience, safety, resiliency and business performance. The team developed "an unconstrained vision" for the next 20 years, including over 100 projects. These were vetted and divided into packages to be delivered in increments. The 5-Year Capital Plan is expected to be the first of a rolling series of plans. Projects include investments in all modes (rail, light rail, bus), with service dedicated to seniors and the disabled. Analysis considerations included state of good repair, safety, project readiness, integrating sustainable technologies, resiliency, customer experience, and accessibility. The plan lays the groundwork for NJ TRANSIT to introduce electric buses, address rail bottlenecks, invest in making facilities accessible to all, and focus on support facilities that keep the system running (power generation, bus garages and maintenance facilities). Responding to the COVID-19 pandemic, the team pivoted and incorporated projects to address health concerns, such as contactless payment systems.