NJ TRANSIT IS AN EQUAL OPPORTUNITY EMPLOYER.
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There is a strong relationship between rising gas prices and record-high ridership on NJ TRANSIT’s trains, buses and light rail vehicles. And, there is a strong bond between a robust transit network and a vibrant economy, cleaner air, less traffic and a higher quality of life for our families.

Ensuring New Jersey residents a safe, reliable and affordable alternative to their cars has been a priority of my administration. In the state’s recent cost-cutting budget, I invested an additional $60 million in operating support for NJ TRANSIT to prevent a fare increase for our residents making the smart choice for our environment and their wallets.

The mass transit tunnel project remains our number one transportation investment that will pay dividends for generations. When this critical regional project is complete, new trans-Hudson tunnels will double rail capacity between New Jersey and New York, opening new job markets and economic opportunities to maintain our region’s competitiveness. In the short term, new modern equipment is providing more seats and linking travelers to work, educational, recreational and cultural destinations.

As more communities host transit centers and support investments that encourage public transit use, we further our goals to conserve energy, reduce pollution and ease roadway congestion.

In the nation’s most densely populated state, we remain committed to strengthening our public transit network and increasing mobility options as more and more people discover it holds the key to our collective future.

Sincerely,

Jon S. Corzine
Governor, State of New Jersey
NJ TRANSIT is setting new ridership records, building steadily to nearly 270 million annual passenger trips. Ridership continues to increase as more New Jerseyans discover the convenience and cost effectiveness of incorporating NJ TRANSIT into their daily commutes.

This growth reflects Governor Corzine’s commitment to creating connections that provide more choices and easier travel experiences. This year, we continued our focus on providing more intermodal service, creating new transit centers and offering convenient connections across all modes of service.

Thanks to Governor Corzine’s leadership in renewing the Transportation Trust Fund, NJ TRANSIT has invested more than $350 million during the last three years on new equipment such as multilevel railcars and modern buses, and is expanding maintenance facilities to improve reliability and efficiency. Funding from the New Jersey Turnpike Authority will help to advance the new mass transit tunnel in order to relieve congestion on the Turnpike’s spurs and other highly congested areas.

These transit investments have contributed to the profound ridership increase and removed automobiles from the road while reducing energy consumption and more than a million tons of greenhouse gas emissions annually in our state. Once the new mass transit tunnel project is completed, we will reduce greenhouse gases by another 20 percent, creating a legacy for this generation and beyond.

On behalf of NJ TRANSIT and its Board of Directors, I thank our Governor, legislature and congressional delegation for providing us with resources to keep New Jersey’s public transit system safe, reliable and affordable.

Sincerely,

Kris Kolluri
Transportation Commissioner & NJ TRANSIT Board Chairman
Left to right:
Kenneth E. Pringle
Susan L. Hayes
James A. Carey Jr., Governor’s Representative
Kris Kolluri, Chairman
Myron P. Shevell, Vice Chairman
Patrick W. O’Connor, Treasurer’s Representative
Flora M. Castillo
Smart investments to support our core system and provide capacity and connectivity among services contribute to building a better commute for our residents. When service levels match the needs of residents, we create a system that is easy for travelers to choose public transit.

The creation of transit hubs is vital to our success. This year, we opened the Wayne Route 23 Transit Center and Mount Arlington Station, both intermodal facilities with convenient highway access and parking. In addition, we unveiled the newly renovated Hackensack Bus Terminal with improved customer amenities and the Trenton Transit Center, which we rebuilt and expanded to offer more amenities and improved connections among bus, light rail and commuter rail services.

We also launched Go Bus, New Jersey’s first premium local bus service – a small investment with big benefits. The enhanced service, which was designed for customers by customers, incorporated their feedback into every aspect of the service from bus shelters and unique color scheme to the brand name itself. Serving Newark and Irvington, Go Bus represents a major milestone in revitalizing one of the busiest corridors in northern New Jersey and serves as a model for other heavily traveled areas and future Bus Rapid Transit systems within our state.

Our partnerships with other transit providers, including Port Authority of New York & New Jersey, Metro-North Railroad and SEPTA, are creating an interconnected system that benefits transit users. These partnerships have enabled us to advance plans for an additional rail tunnel between New Jersey and New York City, service to the Meadowlands Sports and Entertainment Complex for Giants and Jets games, express trains to Atlantic City, and the integration of fare media to simplify connections between regional transit services. And we were proud to be the first transit agency in the Northeast to partner with Google, allowing seamless integration of transit information from multiple providers.

These partnerships and new services make travel to many great New Jersey destinations more convenient and affordable for area travelers. Thanks to Governor Corzine’s support, we are positioned to meet growing ridership needs and remain dedicated to building a better commute with a robust, interconnected transit system for our customers.

Sincerely,

Rich Sarles
Executive Director
More people than ever made NJ TRANSIT their preferred transportation choice to get to employment, educational and recreational destinations. We set historic ridership records, rising steadily on our march to providing close to one million weekday passenger trips. Planning for this trend and investing in new technologies, modern equipment, premium bus services, and intermodal facilities that connect travelers with multiple modes of service, have built a strong foundation to meet the growing needs of our customers.

**Go Bus**: Introduced New Jersey’s first premium local bus service on a 4.8 mile corridor along Springfield Avenue between Irvington and Newark Penn Station, paving the way for Bus Rapid Transit in the state. The enhanced service was designed by and for customers and adds capacity to the 25 Bus Route during peak periods, serving 11 superstops and providing faster trip times than the existing route. More recently, 18 trips were added to provide bidirectional service.
Exclusive Bus Lane: Opened an exclusive bus lane on Raymond Boulevard to minimize delays for approximately 3,000 bus customers on 130 buses traveling through Downtown Newark during evening rush hours.

Newark Penn Station-Market Street Access: Opened a new gateway at Newark Penn Station to provide additional flexibility in pedestrian movement through the terminal and easier access to the new Prudential Center arena and Ironbound District. Installed train and bus departure boards and a state-of-the-art public address system along Market Street.
Prudential Center: Installed directional signs at Newark Penn Station and Newark Broad Street Station and train departure boards at Prudential Center to assist customers attending events. Ambassador Program featuring yellow-jacketed employees greeted new public transit users and provided direction to the arena and surrounding eating establishments. Approximately 40 percent of Prudential Center’s patrons travel to scheduled events via public transportation.

Bus Alternative Service: Implemented a new plan to minimize delays for customers traveling on central New Jersey buses to the Port Authority Bus Terminal. On weekdays, when service delays of 90 minutes or more occur near the Lincoln Tunnel, buses are rerouted to Newark Penn Station or Secaucus Junction where bus customers transfer to rail service to New York.

Bus Control Center: Now able to monitor traffic and other conditions that may impact bus routes and convey them to customers within minutes from our Maplewood Control Center.

Pascack Valley and Raritan Valley Line Improvements: Expanded service options by constructing passing sidings to offer 121 new trains on the Pascack Valley Line, including bidirectional, off-peak and weekend service, and to extend eight trains between Raritan and High Bridge on the Raritan Valley Line.

Service Enhancements: Launched new intermodal service at Wayne Route 23 Transit Center and Atlantic City Rail Terminal, expanded bus service to Newark Liberty International Airport and in Jersey City, and improved connections with River LINE service.

Joint Ticketing: Expanded ticket purchase options to include SEPTA tickets to 125 destinations in Pennsylvania, providing greater convenience for customers connecting with SEPTA service in Trenton.
Google Transit: In March, NJ TRANSIT became the largest public transit agency to partner with Google to provide online rail and light rail trip planning via “Google Transit” and integrating with Google Maps for convenient access to information on local businesses and popular destinations. In September, bus trip planning also became available. To plan a trip, go to www.google.com/transit.

Mobile Website: Added a “Mobile Contact Us” feature to give customers better and faster access to management personnel by submitting comments, suggestions and questions while on the go from web-enabled mobile devices.

Web-Chat: In May, introduced a live online web-chat for customers to communicate with a senior railroad official regarding a long-term Amtrak tie replacement project impacting NJ TRANSIT service.

Bus Service Alerts: Expanded My Transit alert system to include local and intrastate bus routes, allowing all bus customers to receive up-to-the-minute delay information for their specific trip during peak periods via cell phones, pagers, PDAs or emails.

Ticket Vending Machines: Installed 114 new Ticket Vending Machines (TVMs) at 43 bus, rail and light rail locations, featuring touch screens, interactive icons and faster transactions. Many TVMs also allow purchase of tickets from other transportation carriers in the region, including PATH, SEPTA, Metro-North and NY Waterway. In 2010, approximately 700 of the new TVMs will be available on NJ TRANSIT’s system.

Smart Cards: Partnered with the Port Authority of New York & New Jersey on a pilot program to honor smart cards on two bus routes serving Jersey City and PATH stations. The pilot, planned for 2009, will test the integration of regional fare media to simplify the commuting experience for customers.


2.7 MILLION: AVERAGE NUMBER OF TICKETS/PASSES PURCHASED EACH MONTH AT TVMs
Key Capital Projects
**Intermodal Transit Centers:** Introduced two transit centers, representing a new era of intermodalism that brings together multiple transit services to maximize travel flexibility and make public transit the preferred choice for New Jersey residents.

- **Wayne Route 23 Transit Center** is located on the Montclair-Boonton Line and offers commuters along routes 23, 46 and Interstate 80 easy access to train and bus service at one location. The station provides more than 1,000 parking spaces, high-level platforms, heated shelters and electronic bus departure screens.

- **Trenton Transit Center** was renamed and expanded, offering customers more spacious seating and ticketing areas, an enhanced Walnut Avenue entrance with its own waiting room and restrooms, more retail services, and convenient access to rail, bus, light rail, taxi and parking facilities. The station also provides access to Amtrak and SEPTA rail services.

**Mount Arlington Station:** Opened a new station served by Montclair-Boonton Line and Morristown Line trains and private carrier buses to the Port Authority Bus Terminal, offering convenient highway access from Interstate 80. The station features high-level platforms, heated waiting shelters, a pedestrian underpass and customer communication systems.

**Hoboken Terminal:** Completed construction of a new, 230-foot clock tower that replicates the original 1907 Beaux-Arts design. Dedicated the tower and terminal’s grand entrance to the late George D. Warrington, the agency’s former executive director who championed innovative services and projects, including the restoration of this historic terminal. Other restoration work continued to improve the structure, roof, exterior copper cladding, a new ferry service waiting room, restoration of five of the six original ferry slips, and Long Slip pedestrian bridge to link Jersey City with the terminal.

**Hackensack Bus Terminal:** In November, reopened the newly renovated terminal, featuring exterior and interior improvements such as a new waiting area, restrooms, modern heating and air-conditioning system, and new passenger communications technology.

**Other Significant Projects:** Advanced reconstruction and renovation projects at Newark Broad Street, Penn Station New York, Metropark, South Amboy, Bloomfield, Rutherford, Aberdeen-Matawan, Paterson and 8th Street stations. Nearly doubled parking capacity at North Hackensack Station and worked to expand parking at Morristown and Edison stations.
**Multilevel Railcars:** Expanded use of multilevel railcars to include the North Jersey Coast, Morris & Essex and Raritan Valley lines. Approximately 153 cars were in service as of September 2008, with delivery of approximately 10 additional railcars each month. Multilevel railcars provide 15 to 20 percent more seating capacity compared to standard cars, have two-by-two seating preferred by customers, extra legroom, and have a remote diagnostics system to monitor vehicle position and speed, customer messages and loads, and real-time data and vehicle status. Recently moved forward on purchasing 50 more multilevel railcars, which will bring the total number up to 329 during 2010.
Transit/Suburban-Style Buses: Introduced first prototype suburban bus in September 2008, featuring expanded legroom, handholds for standing customers, stop-request buttons, overhead parcel racks, airline-style lighting and HVAC controls, and closed-circuit camera systems to enhance customer and employee security. All 1,145 buses meet or exceed the most stringent federal emissions standards and will bring the entire bus fleet into compliance with the Americans with Disabilities Act. Approximately 200 buses will be delivered each year, with full delivery by the end of 2012.

ALP-46A Electric Locomotives: Initiated purchase of 27 new electric locomotives with advanced technology and more power to provide better acceleration and reliability while pulling multilevel railcars. Delivery is scheduled for 2010.

Dual-Powered Locomotives: Initiated purchase of 26 dual-powered locomotives to operate in both electrified and nonelectrified territory, enabling us to provide a transfer-free commute for thousands of customers in the future. Compared to older diesel locomotives, the dual-powered locomotives will provide better acceleration, a more efficient and cleaner operation, and less reliance on diesel fuel. The first locomotives are expected to arrive in 2011, with complete delivery by late 2012.

Access Link Vehicles: Purchased 105 new minibuses for statewide service expansion and vehicle replacements, increasing the fleet from 247 to 305 vehicles.
**Rail System Work:** Installed 34,000 wood and 32,000 concrete railroad ties, 7.7 miles of continuous welded rail, electric switch heaters at 18 locations, wayside power at one rail yard, 5,700 feet of right-of-way fence, and a new signal system on parts of the Pascack Valley Line for two new interlockings, cab signals and a new passing siding. Also installed Automatic Train Control between West End Interlocking and Hoboken Terminal, bringing coverage of this enhanced safety technology to virtually all of the system.

**Morrisville Yard:** Opened an enclosed service and inspection building for light maintenance of railcars and installed 10 additional electrified tracks to double rail storage capacity. The yard now includes a new Automated Rail Vehicle Inspection System (ARVIS) that uses lasers, sensors and cameras to monitor disc brake pads, tread brake shoes, wheel roundness and wheel profiles each time a railcar or locomotive passes over it. NJ TRANSIT is the first commuter rail agency in the country to use ARVIS.

**Bridge Repairs:** Rehabilitated four bridges, made steel repairs to 19 additional bridges, installed electrical control for two movable bridges and more than 1,200 bridge ties, and painted six bridges.

**Bus Facilities:** Made various infrastructure improvements, including lift, HVAC, roof, vacuum, water main, air compressor and door replacements or repairs at several facilities. Completed new telecommunications room and control center at Port Authority Bus Terminal and new work shop at Egg Harbor Garage.
Hoboken Terminal and Yard: Worked on a master plan to redevelop the terminal and portions of the rail yard as a mixed-use, transit-oriented community hub. The project will improve intermodal functionality and operational efficiency between transit services, maximize economic return from this real estate asset, reactivate the historic terminal as a waterfront gateway, and promote economic development.

Frank R. Lautenberg Rail Station at Secaucus Junction: Purchased the air rights above the station and sought developers to design and advance a transit-oriented development on approximately 28 acres adjacent to and above the station.

Somerville Station: Partnered with the municipality and Somerset County to seek qualified developers for a mixed-use, transit-oriented development at the station and municipal landfill, including a mix of residential units, commercial and retail space, civic space, a hotel, and a commuter parking deck.
Bound Brook Station: Worked with the borough to select a redeveloper for 3.7 acres of NJ TRANSIT-owned land for proposed development to include residential units, retail space, a commuter parking deck and shared surface parking spaces.

Netcong Station: Worked with the town on a redevelopment plan that includes residential and commercial space adjacent to the station.

Morristown Station: Selected a developer for transit-oriented development around the station that includes residential units, retail space, and a parking deck. Construction work began in early 2008, with the parking deck scheduled to open by mid-2009.
Energy Conservation & Environmental Initiatives

**Carbon Footprint:** Calculated NJ TRANSIT’s carbon footprint using a transit industry method and determined that providing NJ TRANSIT service results in a net reduction of 589,000 metric tons of carbon dioxide equivalent per year (based on calculated footprint minus emissions if there was no public transit service). As a result of an effective energy conservation program, carbon emissions from energy used at our facilities have stabilized during the past six years in spite of the startup of new services such as Secaucus Junction, River LINE light trail system and Hudson-Bergen Light Rail extensions.

**Sustainability:** Advanced initiatives to provide facilities and operations that reduce impacts on the environment and improve energy conservation, focusing on the total process of delivering and operating the building, including construction, materials, waste disposal, energy demand and daily operations. Facility designs are carefully reviewed to comply with the guidelines of the United States Green Building Council to the maximum extent possible. New facilities of 15,000 sq. ft. and larger are designed to obtain a Leadership in Energy and Environmental Design rating of “Silver.”

**Energy Conservation:** Reduced electricity consumption by approximately 19 million kilowatt hours per year during the past five years, resulting in cost savings and energy avoidance of approximately $2.5 million per year or 10 percent.

**Head-End Power System:** Upgraded locomotives and rail yard infrastructure to allow diesel locomotives to be shut down overnight in temperatures as low as zero degrees at many outlying rail yards, reducing noise and emissions and saving approximately 100,000 gallons of fuel monthly.
Switcher Locomotives: Received delivery of MP 20B-3 switcher locomotives that include environmentally friendly systems such as an engine start/stop control system that automatically shuts down the engine when idling and then restarts it when low battery voltage or engine temperature get to the point where it affects the engine’s ability to restart. This system saves fuel and reduces emissions, noise and engine wear. Plans are in progress to retrofit 33 PL 42 locomotives with a similar system before the end of 2009.

Low-Sulfur Fuel: Switched grade of diesel fuel to low-sulfur for locomotives to reduce air emissions.


Zipcars: Entered into a partnership with Zipcar to extend the reach of the NJ TRANSIT system and offer additional travel flexibility by enabling customers to rent a Zipcar to access destinations near rail and light rail stations.
Service Business Model: Balanced service levels in response to record ridership growth by redeploying existing equipment and personnel. Using a business model that continually evaluates low ridership and low-cost recovery services, we are meeting service demand requirements by adjusting service frequencies and route patterns to serve the greatest number of customers, while continuing to serve destinations for transit-dependent customers.

Real Estate Leases: In FY 2008, received approximately $6.5 million in revenue from real estate leases, including station concessions, buildings and other property. Advanced plans to establish new restaurants and other amenities at Newark Penn Station and the Trenton Transit Center.

Human Resources/Payroll Process: Began design work using web-based technology to reduce costs by automating and expanding business functionality and consolidating and improving record management. The new processes and software support system will enable more efficient processing in payroll, business administration, personnel actions and recruiting, and enable employees to access and update their personal data easily via the Internet.

Workplace Diversity and Training: Continued to strengthen our workforce by providing diversity training and programs that communicate corporate values and policies, and established a Diversity Committee to identify strategies to recruit and retain a highly qualified and diverse workforce. Expanded training curriculum to include Managing Across, a course to strengthen management techniques for a diverse workforce spanning multiple generations, and added other courses emphasizing professional development and quality customer service.

Health Benefits Program: Completed an aggressive and competitive procurement process to reduce health care costs as of July 2008 without reducing employee benefits and anticipate saving in excess of $3 million in administrative fees within the first year.

Fiber-Optic Conduit: Negotiated sale of 37 miles of existing trackside conduit along the Raritan Valley Line to AboveNet Communications, Inc. for $1.5 million, and will receive $200,000 annually for the next 25 years.

Cost Efficiencies: Identified nearly $500,000 in internal cost savings beginning in FY 2009 through negotiated contracts with businesses that provide services and equipment, office supplies and printing.
Security Systems: Expanded surveillance camera coverage on critical infrastructure, including movable and water-crossing structures and at 10 rail yards.

Emergency Communications: Installed satellite units at dispatch locations and control centers for emergency voice, radio and data communications and video transfer.

Security and Emergency Response Training:
- Trained police officers in counter-terrorism awareness, response and intelligence analysis, as well as in the use of portable radiation-detection pagers, thermo isotope identifiers, hazardous materials and other emergency response activities.
- Provided 600 police officers and operations’ employees with National Incident Management System training to meet requirements of Homeland Security Presidential Order #5 and Governor’s Executive Order #50, bringing NJ TRANSIT into full compliance.
- Conducted Behavioral Assessment Screening System training so police officers can better detect and intercept terrorist operations at the intelligence gathering, planning and deployment phases.
- Provided safety and emergency response training to 2,250 state, county and local police, fire and emergency management personnel and conducted counter-terrorism training related to transit operations to law enforcement agencies.

Community Outreach: Continued visits to businesses within eyesight of NJ TRANSIT’s critical infrastructure to educate and increase awareness of the private sector on precursor activity associated with terrorism. Initiated a public awareness campaign to prevent accidents at railroad grade crossings and to encourage use of 888-TIPS-NJT line.
System expansions to increase travel flexibility and connectivity among bus, rail and light rail services are critical to providing convenient, affordable and environmentally-friendly transportation alternatives for a wide range of travelers. New travel options to attend sporting events, get to airline jobs, or that shorten commute time through congested areas, will expand and connect our system to deliver more service for our customers.
**Meadowlands Rail Spur:** Working with the New Jersey Sports and Exposition Authority, completed utility relocation work and construction of railroad embankments to support the new tracks, and began construction of the rail station. The station and roadway improvement project is a multiagency cooperative effort to provide rail service to the Meadowlands Sports and Entertainment Complex. The station is scheduled to open in 2009.

**Atlantic City Express Rail Service:** Currently testing locomotives acquired from Amtrak to provide 18 express weekend trains using retrofitted luxury railcars between Penn Station New York and Atlantic City Rail Terminal, with a stop in Newark. This service will be operated under contract for the casino consortium Atlantic City Express Service, LLC by early 2009.

**Liberty Corridor Bus Rapid Transit:** Advanced plans for an interconnected Bus Rapid Transit line to serve Newark Liberty International Airport, Downtown Newark, and the Newark Innovation Zone. The new service would improve access to key job centers and the airport, support economic revitalization in priority redevelopment areas, ease traffic congestion, and enhance intermodal connections.

**Greater Newark Bus System Study:** Began three-year study to analyze potential transit improvements to increase mobility and intermodal connectivity, reduce traffic congestion, and promote economic growth in Essex County and portions of Passaic, Union, Middlesex and Hudson counties. The study is being conducted in four phases, with some early service enhancements for the Newark area already in progress.

**Route 1 Bus Rapid Transit:** Continued work on defining a plan for a Bus Rapid Transit line along the Route 1 corridor in Mercer and Middlesex counties. The analysis is being coordinated with private-sector development projects in the corridor.

**Greater New Brunswick Bus Rapid Transit:** Completed the initial planning work for a Bus Rapid Transit line in the greater New Brunswick area. The study includes potential routes, intermodal facility improvement needs around New Brunswick Station, and near-term improvements to benefit existing bus services.
NJ TRANSIT, working together with the Port Authority of New Jersey & New York, Amtrak, Metro-North and other transit providers, is making substantial progress to improve regional mobility by making wise capital investments that interconnect our systems and expand travel options. Projects such as Access to the Region’s Core and Portal Bridge replacement will significantly increase capacity and service reliability for our customers while spurring our region’s economy. Our continued ridership growth strengthens our commitment to providing a robust, interconnected transit system, making NJ TRANSIT the preferred travel choice now and for future generations.

**Mass Transit Tunnel:** Advanced engineering and environmental analysis activities that support this critical bistate project to increase rail capacity, improve regional mobility and grow the economy. In February, the Federal Transit Administration boosted its rating to medium high for the tunnel project, known as Access to the Region’s Core (ARC). This improved the project’s eligibility for federal funding. In April, the project team completed the Supplemental Draft Environmental Impact Statement and have begun working on the Final Environmental Impact Statement. In July, the U.S. Senate included $75 million in additional funding to advance the project. ARC includes two new single-track railroad tunnels between New Jersey and New York, additional Penn Station capacity under 34th Street in Manhattan, and signal and track improvements along and adjacent to the Northeast Corridor. When completed, the project will double the number of commuter rail tracks and double peak-period, trans-Hudson train capacity from 23 trains per hour to 48. Construction is expected to begin in 2009. For more information and a full-screen video, go to [www.arctunnel.com](http://www.arctunnel.com).

**Portal Bridge:** Submitted the Final Environmental Impact Statement to the Federal Railroad Administration. The project includes the replacement of the existing bridge, which spans the Hackensack River and is more than 100 years old, to improve reliability and provide additional capacity on the Northeast Corridor. Construction is scheduled to begin in 2011 with completion in 2017. For more information, go to [www.portalbridgenec.com](http://www.portalbridgenec.com).

**Northern Branch:** Submitted the Draft Environmental Impact Statement to the Federal Transit Administration (FTA) to review and anticipate public comment in early 2009. The regulatory and public review and comment period is a final step before a Final Environmental Impact Statement can be published and FTA issues a Record of Decision. The project would reintroduce rail service in eastern Bergen County and North Bergen in Hudson County, improving regional mobility, reducing traffic congestion and fostering economic development.

**Passaic-Bergen:** Completed the environmental impact study and final engineering to provide a new rail link along more than eight miles of existing
freight track between Downtown Hackensack and the Main Line’s Hawthorne Station. The project includes up to nine stations and provides cross-county service to increase travel flexibility for residents in that area.

**Lackawanna Cutoff:** Completed the Environmental Assessment and made it available for public review in July 2008. The project would restore passenger rail service on existing and out-of-service rail right-of-way between Scranton, Pennsylvania and Midtown-Manhattan/Hoboken, New Jersey, a distance of 133 miles. Also in development is the initial project phase, an extension to Andover Township, using available federal funding.

**Regional Shore Services:** Worked with Monmouth, Ocean and Middlesex counties and the North Jersey Transportation Planning Authority on a Draft Environmental Impact Statement (DEIS) examining different rail alternatives. Work advanced on preparing ridership forecasts and on defining the infrastructure elements that will be analyzed in the DEIS document, scheduled to be completed in 2009.

**Northwest New Jersey Bus Study:** Initiated a study to review existing transit services in the northwest region of New Jersey and identify opportunities for improvements to reduce congestion on that region’s roads. The study will consider service reconfiguration options, new services, park and rides and bus priority treatments.

**Central New Jersey-Raritan Valley Study:** Initiated a study to evaluate bus and rail improvements to serve the I-78/Raritan Valley Line corridor west of I-287. Improvements being considered include park and rides, bus priority treatments, and extension of rail service to Phillipsburg.
NJ TRANSIT ON-TIME PERFORMANCE BY MODE FY 2008

- RAIL: 93.6%
- BUS: 92.2%
- LIGHT RAIL: 96.7%
NJ TRANSIT considers a train to be on time if it arrives at its final destination within five minutes and 59 seconds of its scheduled time. Trains that fail to depart from their originating station or are canceled en route are considered late for recording purposes. This standard is used by all commuter railroads in the Northeast.

To accurately record on-time performance and maintain a database from which reports can be generated, NJ TRANSIT developed a mainframe-based computer system that calculates on-time performance and provides reports and analyses. It also provides input to other NJ TRANSIT systems.

NJ TRANSIT also uses a computer-based train dispatching system called Train Management and Control (TMAC) at its Rail Operations Center, which is synchronized with the atomic clock located at the Naval Observatory in Colorado. TMAC provides NJ TRANSIT with the ability to accurately record a train’s arrival at its final destination.

Arrival times of trains operating on Amtrak’s Northeast Corridor are recorded by the Amtrak delay clerk and forwarded to the supervisor at the Rail Operations Center at prescribed times during the day. An NJ TRANSIT supervisor, located at the Amtrak dispatching center in New York, reviews delays to ensure they are accurate before they are transmitted. Amtrak also uses a computerized software system to dispatch trains and record timing locations except in a section of the Northeast Corridor that includes Newark Penn Station. A tower operator, who visually observes when a train passes a specific signal, records the arrival times of Raritan Valley Line trains at Newark Penn Station.

**NJ TRANSIT ON-TIME PERFORMANCE BY RAIL LINE**

**FY 2008**

<table>
<thead>
<tr>
<th>Rail Line</th>
<th>On-Time Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast Corridor*</td>
<td>89.0%</td>
</tr>
<tr>
<td>North Jersey Coast</td>
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</tr>
<tr>
<td>Morris &amp; Essex</td>
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</tr>
<tr>
<td>Raritan Valley</td>
<td>96.3%</td>
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<td>97.3%</td>
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<td>Pascack Valley</td>
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<tr>
<td>Montclair-Boonton</td>
<td>95.0%</td>
</tr>
<tr>
<td>Atlantic City</td>
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</tr>
</tbody>
</table>

* Impacted by Amtrak tie replacement project.
NJ TRANSIT monitors on-time performance using information management systems in its control centers. Train departure and arrival times are automatically tracked by computer systems that compare terminal departure and arrival times to the times posted in the public timetable.

A Hudson-Bergen Light Rail train is counted as late if it leaves its origin terminal ahead of schedule or arrives at its final destination terminal more than four minutes and 59 seconds late. A River LINE train is late if it arrives at its final destination terminal more than five minutes and 59 seconds late.

On Newark Light Rail, a train operated as a separate segment between Newark Penn Station and Broad Street Station is considered late if it leaves its origin terminal ahead of schedule or arrives at its final destination after three minutes. On the segment between Grove Street Station and Newark Penn Station and on through service from Grove Street Station to Broad Street Station, a train is considered late if it leaves its origin terminal ahead of schedule or arrives at its final destination after five minutes.

NJ TRANSIT conducts audits of the information management and reporting systems to ensure the accuracy of the data.
NJ TRANSIT records on-time performance at the following bus terminals:

- Atlantic City Bus Terminal – seven days a week, 24 hours a day
- Walter Rand Transportation Center – weekdays from 6 a.m. to 10 a.m. and 2 p.m. to 6 p.m.
- Newark Penn Station – weekdays from 2:30 p.m. to 6:30 p.m.
- Port Authority Bus Terminal – weekdays from 3:30 p.m. to 7 p.m.

Any bus that departs the terminal within five minutes and 59 seconds of its scheduled departure is considered on time. Station Starters at these locations are responsible for logging passenger counts, delays, and their causes.

Hoboken Terminal will be included in the on-time performance report beginning in FY 2009.
Kris Kolluri was sworn into office as Commissioner of the New Jersey Department of Transportation on March 13, 2006. Prior to that time, Mr. Kolluri specialized in redevelopment and transportation law as an attorney at Parker McCay. Mr. Kolluri was formerly Chief of Staff at the New Jersey Department of Transportation and, before that, was Assistant Commissioner of Intergovernmental Relations in charge of legislative relations, customer advocacy and public outreach. Prior to working in state government, Mr. Kolluri held top positions in Congressional offices, including Senior Policy Advisor to House Democratic Leader Richard A. Gephardt and special advisor to Congressman Gephardt on India and Indian-American affairs. He also served as Congressman Robert E. Andrews’ Legislative Director and his principal staffer on the International Relations Subcommittee on Asia and the Pacific. Mr. Kolluri received a Bachelor of Science degree in Management and Marketing from Rutgers University, a Master’s degree in International Business from Johns Hopkins University and a law degree from Georgetown University. He resides in West Windsor.

Myron P. Shevell was appointed to the Board by Governor Christine Todd Whitman in May 1995. He is Chairman of the Board of New England Motor Freight and Chairman of the Shevell Group – real estate, trucking and logistic companies. He also is Board Chairman of New Jersey Motor Truck Association, Regional Director of the Bank of New York, and a member of the Defense Orientation Conference Association. Mr. Shevell has worked in the transportation industry for more than 60 years and resides in Elberon.

Mr. Rousseau was sworn in as State Treasurer on April 7, 2008. Prior to that time, Mr. Rousseau was the Senior Advisor to the Governor for Budget and Fiscal Policy and Deputy State Treasurer. He worked closely with the Governor and Treasurer in developing and implementing the annual State budget and on other fiscal policy issues. He served as Deputy State Treasurer from 2002 until 2006 and provided policy guidance to the Governor, Treasurer and Governor’s office. He also oversaw the operations of the Office of Management and Budget and participated in the operations of the Division of Taxation, Division and Pensions and Benefits and the Office of Public Finance. Mr. Rousseau was Senior Policy Advisor to the Senate President, focusing on the budget before returning to the Treasury Department. He served as the Budget Director for the Senate Democratic Office from 1990 to 2002. He moved to the Senate staff after serving as Research and Project Coordinator for the Election Law Enforcement Commission. Mr. Rousseau has a bachelor’s degree from Temple University and holds an MBA from Rider University. He lives in Hamilton.

James A. Carey, Jr. was named Director of the Authorities Unit in the Office of Governor Jon S. Corzine in April 2008. He previously served as an assistant counsel in the Authorities Unit for Governor Corzine and Governor Richard J. Codey. Prior to joining the Governor’s Office, he served as a Deputy Attorney General in the New Jersey Attorney General’s Office from 2001 to 2005. He also serves on the boards of the Delaware Valley Regional Planning Commission and the North Jersey Transportation Planning Authority. He graduated from the University of South Carolina in 1990, and received a law degree in 1994 from Seton Hall School of Law, where he was an associate editor of the Law Review. He lives in Hoboken.
**FLORA M. CASTILLO**
Flora Castillo has served on the Board since 1999. She is Vice President of Corporate Marketing at AmeriHealth Mercy, the largest family of Medicaid Health Plans in the United States headquartered in Philadelphia. She serves on the boards of the American Public Transportation Association, American Public Transportation Foundation, and The Alan M. Voorhees Transportation Center Advisory Board at Rutgers University. She is a founding member of the NJ COMTO Chapter and serves as a board member. Ms. Castillo also is a member of APTA’s Executive Committee and is the Vice Chair of Transit Board Members. She is president of the Latinas United for Political Empowerment Fund, a member of the boards of the Greater Philadelphia Health Action, Inc. and Philadelphia’s Police Athletic League, and a member of Medicaid Health Plans of America’s Marketing Committee. Ms. Castillo is a resident of Ventnor.

**KENNETH E. PRINGLE, ESQ.**
Kenneth E. Pringle is the managing partner of Pringle Quinn Anzano, P.C., a 25-attorney law firm with offices in Belmar, Morristown and Trenton. His practice is focused primarily on complex insurance and financial fraud litigation and land use matters. Mr. Pringle has served as the Mayor of Belmar, a Transit Village, since 1990, and is the Borough Attorney for the Borough of Red Bank. He is a member of the Board of Directors of Downtown New Jersey, and of the Belmar Planning Board. Mr. Pringle resides in Belmar.

**SUSAN L. HAYES**
Ms. Hayes is President and CEO of Cauldwell Wingate Company, LLC. A strong advocate for the recruitment and advancement of women in the construction industry, Ms. Hayes served for seven years as Board Chair for Non-Traditional Employment for Women, an organization that trains women for jobs in the building trades, the utilities and transportation industries, and in facilities repair and maintenance. She currently serves as Vice Chair of that organization. In 2005, Ms. Hayes was appointed to Mayor Bloomberg’s Commission on Construction Opportunity and holds leadership positions in a number of business and professional groups and associations. She currently serves on the Board of Directors of Apple Bank for Savings, is a former Vice Chair on the Board of Directors of the New York Building Congress, is First Vice President of the Contractors’ Association of Greater New York and served on the Board of Governors of the Building Trades Employers’ Association. She also serves as Municipal Chair in Oradell in Bergen County, where she resides. She earned a Bachelor of Arts degree in Correctional Administration from John Jay College, City University of New York.

**ROBERT SHANE**
*Governor’s Alternate Representative*

**PATRICK W. O’CONNOR**
*Treasurer’s Representative*
EXECUTIVE COMMITTEE
Richard R. Sarles
Executive Director
D.C. Agrawal
Assistant Executive Director, Corporate Strategy, Policy and Contracts
Joseph C. Bober
Chief, NJ TRANSIT Police
Lynn M. Bowersox
Assistant Executive Director, Communications and Customer Service
William B. Duggan
Vice President and General Manager, Rail Operations
James J. Gigantino
Vice President and General Manager, Bus Operations
Warren A. Hersh
Auditor General
James P. Redeker
Vice President, Technology Services
Steven H. Santoro
Assistant Executive Director, Capital Planning and Programs
Alma R. Scott-Buczak
Assistant Executive Director, Human Resources
Jan L. Walden
Assistant Executive Director, Diversity
Gwen A. Watson
Board Secretary
H. Charles Wedel
Chief Financial Officer and Treasurer

ADVISORY COMMITTEES
To assure citizen representation, two transit advisory committees – one serving North Jersey and another South Jersey – regularly advise the Board of Directors on passengers’ opinions. Committee members are appointed by the Governor with the approval of the State Senate.

NORTH JERSEY TRANSIT ADVISORY COMMITTEE
Suzanne T. Mack, Chair
Ronald Monaco, Vice Chairman
Nino Coviello
Michael DeCicco
Robert Dinardo
Kathy Edmond
Margaret Harden
Steven Monetti
Timothy O’Reilly
Ralph White
William R. Wright

SOUTH JERSEY TRANSIT ADVISORY COMMITTEE
Anna Marie Gonnella-Rosato, Chair
Ruth Byard, Vice Chair
Jeffrey Marinoff, 2nd Vice Chair
Robert Dazlich, Secretary
Richard D. Gaughan
Calvin O. Iszard Jr.
Daniel Kelly
Val Orsinmarsi
Dominick Paglione
Fred Winkler

THE AMERICANS WITH DISABILITIES ACT TASK FORCE
Frank Coye
Doug Gilbert
Judy Goldman
Francis Grant
Nancy Hodgins
Lee Nash
Barbara Small
Bill Smith
Maryanne Valls
Ina White

The Americans with Disabilities Act (ADA) Task Force includes individuals with disabilities who assist NJ TRANSIT in the implementation of its ADA improvements plan.

LOCAL PROGRAMS CITIZENS ADVISORY COMMITTEE
Ernest Anemone, Chairperson
Richard Bartello, 1st Chairperson
Ellen Brockmann, 2nd Chairperson
David Peter Alan
Kathleen Belles
Don Brauckmann, Sr.
Ann Burns
Louise Dance
Tony Hall
Gary Johnson
Maryann Mason
Henry Nicholson
Sam Podeitz
Ruezalia Ray
Marianne Valls
Margaret Vas
Michael Vieira
William Wright

The Local Programs Citizens Advisory Committee advises NJ TRANSIT on public transit decisions regarding accessibility issues.

PRIVATE CARRIER ADVISORY COMMITTEE
Francis A. Tedesco, Chairperson
Robert B. DeCamp, Jr.
Donald Mazzarisi
Dale R. Moser

The Private Carrier Advisory Committee was created in 1986 to monitor the concerns of New Jersey’s private carriers.