



UNIFIED PLANNING WORK PROGRAM

FISCAL YEAR (FY) 2026
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South Jersey
Transportation
Planning Organization

www.sjtpo.org

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South Jersey Transportation Planning Organization

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SJTPO is the federally recognized Metropolitan Planning Organization (MPO) for the southern New Jersey region, serving Atlantic, Cape May, Cumberland, and Salem Counties. Under federal law, the formation of an MPO is required for any urbanized area (UZA) with a population greater than 50,000, permitting the MPO to carry out transportation planning and decision-making for the UZA(s). Formed in 1993, SJTPO replaced three smaller existing MPOs and incorporated areas not previously served. The formation provided a stronger regional approach to solving transportation problems and brought new opportunities to southern New Jersey. SJTPO is vital to the region, as the MPO serves as a technical resource, provides access to funding, and works to provide a regional approach to address transportation planning and engineering issues.



Four counties, one mission:

to create a transportation system, based on regional collaboration that moves people and goods in a safe and efficient manner, inclusive of all modes and users.

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1. Overview

The South Jersey Transportation Planning Organization (SJTPO) is the federally recognized Metropolitan Planning Organization (MPO) for the southern New Jersey region, serving Atlantic, Cape May, Cumberland, and Salem Counties. Under federal law, the formation of an MPO is required for any urbanized area (UZA) with a population greater than 50,000, permitting the MPO to carry out transportation planning and decision-making for the UZA(s). In 1993, SJTPO replaced three smaller existing MPOs and incorporated areas not previously served. The formation provided a more robust regional approach to solving transportation problems and brought new opportunities to southern New Jersey. SJTPO is vital to the region, as the MPO serves as a technical resource, maintains the eligibility of member agencies for federal transportation funds, provides a forum for cooperative decision-making, and coordinates the planning activities of participating agencies to provide a regional approach to addressing transportation planning and engineering issues.

Federal funding for transportation projects and programs is channeled through the transportation planning process, and an MPO is responsible for maintaining a continuing, cooperative, and comprehensive transportation planning process, often referred to as the three Cs. An MPO can also provide a forum for cooperative decision-making among state and local officials, public and private transit operators, and the public. An MPO can coordinate the planning activities of participating agencies and adopt a long-range transportation plan (RTP) to guide transportation investment decisions. Further, an MPO is responsible for capital programming through a multi-year Transportation Improvement Program (TIP), updated every two years, which contains all federal and state funding for surface transportation projects and programs.

Other critical activities of an MPO include promoting transportation improvements needed in the region, project development, and keeping the public engaged in the planning process. An MPO must ensure compliance with federal regulations affecting transportation decisions, such as the Clean Air Act Amendments of 1990. In meeting federal requirements, an MPO maintains the eligibility of its member agencies and transit operators for federal transportation funds for planning, capital improvements, and operations.

For SJTPO, with a regional population greater than 200,000, the Transportation Management Area (TMA) designation is assigned. This designation stipulates additional planning requirements, creating a strong regional voice in setting priorities and implementing projects. The designation also provides access to other resources that can be pooled to address regional problems and qualifies SJTPO for specific shares of federal transportation funds.

SJTPO Structure

The governing body of the SJTPO is the Policy Board, which consists of eleven voting members: one elected official from each county government and one municipal elected official from each county, specifically including the Mayors of Atlantic City and Vineland. Additionally, one representative from the New Jersey Department of Transportation (NJDOT), New Jersey Transit Corporation (NJ TRANSIT), and the South Jersey Transportation Authority (SJTA) are included. The Policy Board is informed by recommendations from the Technical Advisory Committee (TAC), a committee of planning and engineering experts in the region.

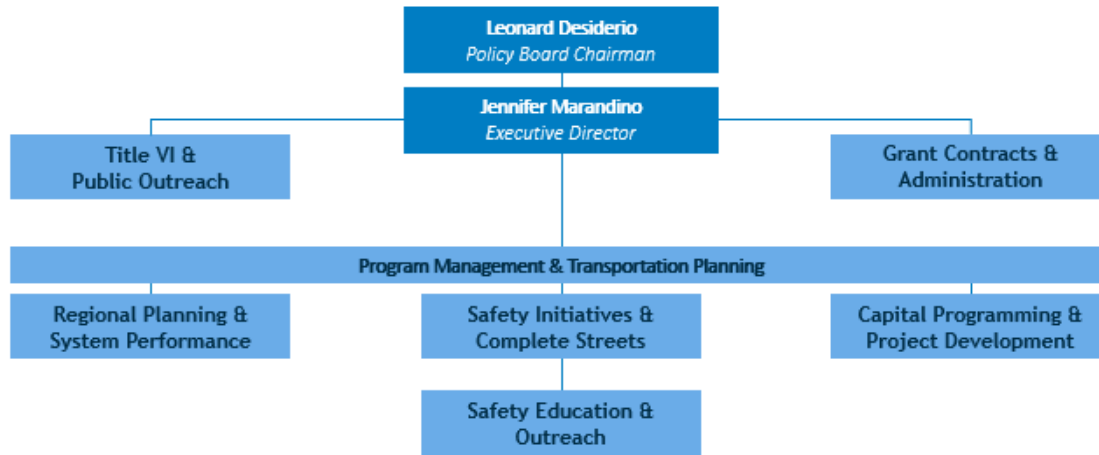
The TAC is a thirteen-member committee comprised of each Policy Board member's staff and representatives of the New Jersey Turnpike Authority (NJTA) and the Delaware River and Bay Authority (DRBA). The Federal Highway Administration (FHWA), Federal Transit Administration (FTA), South Jersey Economic Development District (SJEDD), and the Cross County Connection Transportation Management Association (CCCTMA) each have one non-voting representative on the TAC.

The Community Outreach and Engagement Committee (COEC) enhances the scope of SJTPO's public outreach and ensures that decision-making processes are based on diverse and community-based information and viewpoints. Through its collective membership, the COEC provides SJTPO staff with a direct channel for public and special interest groups to provide input on important subjects such as the development of a safe, effective, and efficient multi-modal transportation system in the SJTPO four-county region. Members come together at various times throughout the year to discuss critical transportation-related issues and share information through their networks.

SJTPO is responsible for carrying out required metropolitan planning activities as enumerated within the work program conducted by central staff employees. The SJTPO organizational structure has three distinct areas under the Program Management & Transportation Planning umbrella: Regional Planning & System Performance, Safety Initiatives & Complete Streets, and Capital Programming & Project Development. The SJTPO Organizational Chart identifies Title VI & Public Outreach and Grants, Contracts & Administration as additional core functions within the MPO. Previously, the Safety Education & Outreach work was identified as a core function, which has now been folded into the Safety Initiatives & Complete Streets area. With approval by SJTPO's Policy Board on July 22, 2024, a revised organizational structure was established.

Revisions included relocating the Safety Education & Outreach arm of SJTPO under the Safety Initiatives & Complete Streets program, where other safety-related work is concentrated. Similarly, Title VI & Public Outreach was elevated and is now situated as overarching to the

organization, providing a more holistic approach and ensuring that these critical aspects receive the attention required to integrate work completed throughout the organization.



As of the date of this revised document, SJTPO central staff comprises eight (8) full-time and three (3) part-time positions, with three (3) full-time vacancies and one (1) part-time vacancy. The Program Manager of Safety Initiatives & Complete Streets is vacant, as is a Principal Planner in this same area. The part-time Subregional Program Specialist within the Capital Programming & Project Development program area is vacant. The Budget Analyst within Grant Contracts & Administration is additionally vacant.

The Safety Initiatives & Complete Streets Program Manager resigned on August 6, 2025. The Principal Planner in the same program area was on extended leave but transitioned to retirement as of April 1, 2025, leaving the position vacant. Due to retirement, the Administrative Manager position was vacant as of January 1, 2025. SJTPO advertised the position in May 2025 and was filled by SJTPO’s Budget Analyst, leaving the Budget Analyst position vacant. Additionally, due to unforeseen circumstances, the Part-Time Subregional Program Specialist position is becoming vacant as of November 7, 2025. SJTPO will evaluate the need to refill this role.

In the interim, the Executive Director, working in collaboration with the Assistant Planner, has assumed oversight of the Safety Initiatives & Complete Streets planning area. Multimodal planning responsibilities were initially temporarily reassigned to the Regional Planning & System Performance program area. Historically, multimodal planning aligned closely with Safety Initiatives & Complete Streets. However, given current staffing levels and organizational needs, SJTPO expects that permanently relocating multimodal planning to the Regional Planning & System Performance program area best supports workload distribution, program alignment, and operational continuity.

Priority remains the successful delivery of ongoing consultant-led technical studies, with staff focusing on federally required activities and core planning documents.

Details related to the individuals/vacancies and the responsibilities of each position are below:

SJTPO Employee

Overview of position responsibilities

Jennifer Marandino, P.E.
Executive Director

Overall SJTPO operations, including semi-annual reporting

Regional Planning & System Performance

David S. Heller, P.P., AICP
Program Manager

System performance measurement and reporting, human services transportation, long-range regional planning, oversight of multi-modal planning, along with resiliency and reliability planning, emergency preparedness, environment and air quality planning, travel demand modeling, and demographic forecasting

Benjamin Woodward
Assistant Planner

Public transit, human services transportation, long-range regional planning, resiliency/reliability planning, multi-modal planning, including freight, economic development, and tourism activities, travel demand modeling, along with GIS support

Kent Schellinger (part-time)
Technical Program Specialist

Performance-based planning, Congestion Management Process, travel demand modeling, data analysis, and other statewide or regional planning initiatives, including GIS support

Safety Initiatives & Complete Streets

Vacant
Program Manager

Complete Streets initiatives, transportation safety planning, South Jersey trails, bicycle/pedestrian initiatives, and associated active transportation planning, Local Safety Program, and oversight of Safety Education

Vacant
Principal Planner

To be evaluated and defined

Jenna Monaghan
Assistant Planner

Transportation safety planning, bicycle/pedestrian initiatives, and Local Safety Program, and GIS support

Safety Education & Outreach

Robert Clarke (*part-time*)
Traffic Safety Specialist

Community traffic safety education

Wayne Shelton (*part-time*)
Traffic Safety Specialist

Community traffic safety education

Capital Programming & Project Development

Alice Gibson
Program Manager

Management and development of TIP, local project development, oversight of CMAQ/CRP project initiatives, intelligent transportation systems planning efforts, and Subregional Planning Work Program

Hope Viviani
Assistant Planner

Capital programming, project development (CMAQ/CRP and Local Safety Program), congestion mitigation, and data analysis

Vacant (*part-time*)
Subregional Program Specialist

Need to refill to be evaluated

Title VI & Public Outreach

Melissa Melora
Public Outreach Coordinator

Public involvement and outreach, including public comment, Community Outreach Engagement Committee (COEC), On the Go newsletter, social media, website development, oversight of Language Access, Limited English Proficiency, and (Civil Rights) Title VI coordination, along with public materials quality control

Grant Contracts & Administration

Nancy Hammer
Administrative Manager

Administration, oversight of Budget management, office and contract management, and Technical Advisory Committee (TAC)/Policy Board support

Vacant
Budget Analyst

Budget management

SJTPO has funds reserved for a seasonal intern with each work program. The intern would be a seasonal employee, with potential employment from Memorial Day through Labor Day. SJTPO had a positive experience with a seasonal worker in the Summer of 2024 and was able to hire a seasonal intern for Summer 2025 following an appropriate advertisement.

In the future, SJTPO may explore hiring a full-time GIS employee to assist with data analysis and mapping to support the various planning areas. Any staff expansion and related hiring would require prior approval from the Governor's Authorities Unit.

Purpose of the Unified Planning Work Program

The FY 2026 UPWP is an integrated document that describes all transportation and planning-related activities to be conducted by central staff, subregions, and member agencies during the state fiscal year (July 1, 2025, through June 30, 2026). The tasks and activities within the UPWP are intended to advance the region's priorities, as reflected in SJTPO's federally required long-range regional transportation plan.

Each year, SJTPO must prepare a UPWP, in cooperation with member agencies, to describe all metropolitan transportation and transportation-related air quality planning activities anticipated within the area during the year. The UPWP essentially serves as the budget for SJTPO, identifying funding to support planning efforts that SJTPO will undergo. The UPWP describes the planning activities to be performed with funds provided to SJTPO by FHWA and FTA.

Unified Planning Work Program Development

Although the UPWP is effective July 1 of each fiscal year, the development process begins much earlier. In late August each year, NJDOT requests planning priorities from FHWA and FTA for the next FY UPWP, which are then provided to SJTPO in late September. These priorities are reviewed and considered by SJTPO in developing the work programs in Central Staff Work Program activities and the Technical Program.

With the planning priorities as a foundation, SJTPO staff formulates ideas for potential projects, which are vetted internally before being brought to regional partners for consideration and advancement. Project ideas are refined and shared throughout this process with technical partners and the Policy Board. In November each year, the final list of specific projects is advanced into the UPWP. At the same time, SJTPO staff works with partners to identify funding resources that will advance the projects and programs.

The UPWP document is prepared and submitted to NJDOT in early December each year. NJDOT, FHWA, and FTA review the first draft with comments on the document provided to SJTPO in mid-January of each year. The UPWP is released for public review and comment during this same period.

Per SJTPO's Public Involvement Plan (PIP), the UPWP is open for a minimum 30-day public comment period. The UPWP is available to view and download on the SJTPO website (www.sjtpo.org/UPWP) and participating State Depository Libraries. The list of participating State Depository Libraries is available on the SJTPO website (www.sjtpo.org/PIP). Comments are solicited by placing an advertisement in local newspapers with several options available for the public to provide comments, including a comment form located at the bottom of the UPWP webpage, email (upwp@sjtpo.org), fax, or through direct message to SJTPO's Facebook and X accounts.

SJTPO prepares a response to all comments submitted by the public, along with those submitted by all partners, including NJDOT, FHWA, and FTA. The comments and responses are incorporated into a final UPWP document, which is brought to the TAC and Policy Board for consideration of adoption in March of each year. Work in the UPWP, approved by the Policy Board, begins on July 1.

Under federal law and regulation provisions, the approved UPWP can be amended to add new tasks, delete tasks, and reallocate funds between tasks. In some instances, revisions may warrant approval by the Policy Board and subsequent modifications to the Task Order, which authorizes federal funds associated with the UPWP. Other revisions are included for information only and have no impact on the funding related to the UPWP. All changes are incorporated into a UPWP Activities Tracker on the SJTPO website (www.sjtpo.org/UPWP) to provide full transparency.

The Transportation Planning Environment

The current federal transportation bill, the [Infrastructure Investment and Jobs Act](#) (IIJA), was signed into law on November 15, 2021. The legislation, also known as the "Bipartisan Infrastructure Law" (BIL), is the first long-term surface transportation act since the Fixing America's Surface Transportation (FAST) Act in 2015. The IIJA includes \$550 billion in new spending with dozens of new programs that contain new opportunities and eligibility for MPOs. The IIJA is an investment in transportation from federal fiscal years (FFY) 2022 through 2026.

The UPWP is essential for implementing the goals outlined in SJTPO's regional transportation plan. To highlight the connection and linkages between the Central Staff Work Program and the goals outlined in SJTPO's regional transportation plan, [Table 1](#) was developed to easily display

the primary and secondary associations of each of the ten high-priority areas with the various Central Staff Work Program areas by task. The tasks within the Program Management area have been omitted from the table as they typically represent administrative tasks supporting SJTPO transportation planning work

Table 1: Central Staff Work Program - Relationship to RTP Goals

Central Staff Work Program Areas	Economic vitality	Safety	Security	Accessibility and mobility	Environment	Integration and connectivity	System management and operation	System preservation	System resiliency and reliability	Travel and tourism
Performance Based Planning	○	●	○	●	○	○	●	○	●	○
Complete Streets Planning	●	●	○	●	●	●	●	○	○	●
Transit/Human Services Planning	●	○	○	●		●	●	○	○	○
Regional Transportation Plan Development	○	●	○	●	○	●	●	●	○	○
Transportation Safety Planning	○	●	○	●		●			○	○
Congestion Management & Relief Planning	●	○	○	●	●	○	●	●	○	●
Freight Planning	●	○	○	●	○	●	●	●	○	○
Economic Development & Tourism	●	○	○	○	●	○	○	○	○	●
Resiliency & Reliability Planning	○	○	●	○		○	○	○	●	○
Intelligent Transportation Systems Planning		○	○	●		●	●	●	○	○
Environmental & Air Quality Planning	○	○			●		●	○	●	○
Regional Coordination & Collaboration	○	○	●	○	○	●	○	○	●	●
Transportation Improvement Program	●	●	○	●	●	●	●	●	●	○
Local Project Development	○	●	○	●	○	○	○	●	●	○
Safety Education Programs		●	○	○			○			
Safety Education Coordination & Collaboration		●	○	○				○	○	
Public Engagement & Communication	○	○	○	●	●	●	○	○	○	○
Title VI & Public Health	○	○	○	●	●	●	○	○	○	○

- Primary Association
- Secondary Association

The UPWP is one of SJTPO’s planning documents, referred to as core documents. This classification signifies that SJTPO must produce a document to receive federal and state funding. The document requires a minimum 30-day public comment period. SJTPO core documents include the UPWP, RTP, PIP, TIP, Transportation Conformity, Access for All Transit Plan, Congestion Management Process (CMP), Limited English Proficiency (LEP) Plan, and Title VI Implementation Plan.

These documents are integral to shaping SJTPO's tasks and activities. [Table 2](#) identifies the various regional planning documents and their associated timelines, which help to designate the appropriate resources for the SJTPO region.

Table 2: Regional Planning Product Milestones

Planning Document/ Activity	Website Address	Update Period	Current Adoption/ Completion	Next Adoption/ Completion
Access for All Transit Plan (Coordinated Human Services Transportation Plan)	www.sjtpo.org/AccessForAll	Every 5 Years	March 2021	March 2026
Air Quality Transportation Conformity Determination	www.sjtpo.org/air-quality/	Every 2 Years, evaluated annually	September 2025	September 2027
Congestion Management Process (CMP): Methodology Report	www.sjtpo.org/CMP	As needed, evaluated annually	September 2024	--
Limited English Proficiency (LEP) Plan	www.sjtpo.org/LEP	As needed, evaluated annually	May 2022	--
Public Engagement Guide to Transportation Planning in South Jersey	www.sjtpo.org/EngagementGuide	As needed	February 2021	--
Public Involvement Plan (PIP)	www.sjtpo.org/PIP	As needed, evaluated annually	May 2024	--
Regional Transportation Plan (RTP)	www.sjtpo.org/RTP	Every 4 Years	January 2025	January 2029
Title VI Notice	www.sjtpo.org/TitleVI	Annually	January 2026	January 2027
Title VI Complaint Form & Procedures	www.sjtpo.org/TitleVI	As needed, evaluated annually	January 2021	--
Title VI Implementation Plan	www.sjtpo.org/TitleVI	As needed, evaluated annually	May 2022	--
Transportation Improvement Program (TIP)	www.sjtpo.org/TIP	Every 2 Years	September 2025	September 2027
Unified Planning Work Program (UPWP)	www.sjtpo.org/UPWP	Every Year	March 2025	March 2026
USDOT MPO Planning Certification Review	www.sjtpo.org/About	Every 4 Years	March 2023 Final Report	March 2027 September 2027

Regionwide Planning Priorities

This UPWP identifies the activities and products SJTPO will complete during the coming fiscal year to improve regional transportation. The products from this UPWP include performance targets, technical analyses, mapping, and planning services for regional partners, with consideration of public feedback.

As previously noted, the ten goals established in SJTPO's long-range regional transportation plan, *Forward 2050*, adopted January 27, 2025, provide a framework for SJTPO's Activities and Products. The UPWP is the implementation tool to achieve those goals.

While each of the ten goals has merit and importance, several stand out and shape the work of the SJTPO. These serve as SJTPO's top priorities:

- Promote accessibility and mobility for the movement of people and goods
- Restore, preserve, and maintain the existing transportation system
- Improve the resiliency and reliability of the transportation infrastructure
- Increase the safety of the transportation system for motorized and non-motorized users

In combination with the top priorities identified by the public, SJTPO must also consider priority areas established by NJDOT, FHWA, and FTA. The transportation agencies guide SJTPO and the other MPOs in New Jersey, which is a foundation for developing each MPO's work program. The guidance letters are included in [Appendix B](#).

FHWA Priority Emphasis Areas

In its guidance letter on October 8, 2024, FHWA requested that NJDOT and the MPOs in New Jersey continue with the Regional Models of Cooperation and Ladders of Opportunity that were initially enacted under MAP-21 and FAST Act. Continuing with the collaboration initiated with the Countywide Local Road Safety Plan effort, SJTPO will seek opportunities to engage with municipalities and counties in applying for and delivering discretionary grants. SJTPO will continue cooperative data collection, development, and monitoring of the required performance measures and targets, focusing on project development that will contribute to those targets. SJTPO will continue to investigate how the datasets may complement one another and how to leverage and share the information with others.

SJTPO will work with Cross County Connection and others on electrical charging infrastructure and other transformative technologies, investigating how best to address the challenges and opportunities that come with the future. SJTPO will build on the Regional Vulnerability

Assessment effort conducted in FY 2024, utilizing FHWA's Vulnerability Assessment and Adaptation Framework.

With federal, state, and MPO partners, SJTPO will ensure continuing, comprehensive, and collaborative intermodal transportation planning, ensuring fair access to the transportation system for individuals of all social and economic backgrounds. This will include determining how SJTPO can help advance NJDOT's Moonshot Concept of ALICE (Asset Limited, Income Constrained, Employed) in its planning work. SJTPO will continue to explore meaningful public involvement when developing its planning documents, exploring various opportunities and combinations of offering incentives, meeting times and locations, and offering in-person and virtual options for participation.

FTA Priority Emphasis Areas

FTA's December 30, 2021, guidance letter includes planning emphasis areas from 2021, which remain valid. FTA notes that MPOs should work with state and regional partners to support the entire communities by improving infrastructure for non-motorized travel while creating plans for the safety of all road users by developing a complete streets policy.

FTA recognizes that early and continuous public involvement allows distinctive viewpoints to be incorporated into the transportation planning process. This involvement could also ensure that environmental, community, and other goals are considered early in the project development process, ultimately creating Planning and Environmental Linkages (PEL).

NJDOT Priority Emphasis Areas

SJTPO's FY 2026 UPWP incorporates priorities identified by NJDOT in its August 27, 2024 guidance letter. The broad topics identified by NJDOT in previous UPWPs continue in this year's UPWP, including interagency coordination related to legislated surface transportation requirements and long-range planning activities, congestion relief, freight planning, emerging technologies, safety planning, bicycle and pedestrian planning, Intelligent Transportation Systems (ITS), coordination with local public agencies, and implementing actions to ensure planning processes are conducted fairly and equitably.

NJDOT added new planning priority activities for FY 2026 under safety planning and bicycle and pedestrian planning. NJDOT recommends that SJTPO promote the Complete Streets Policy as a tool for the overall safety program, working to get to Zero. In the FY 2025 work program, SJTPO initiated its Complete Streets Technical Assistance Program, collaborating with the Bloustein School of Planning and Public Policy at Rutgers, the New Jersey Bicycle and Pedestrian Resource Center at VTC Rutgers, and CCCTMA. This two-year effort will provide education and technical

assistance to municipalities in the SJTPO region to advance and implement projects that balance the needs of all transportation system users. The hope is that this work, combined with the implementation of SJTPO's Countywide Local Road Safety Plans, will support the elimination of fatal and severe injury crashes in New Jersey.

The Central Staff Work Program areas are guided by the planning priorities and emphasis areas identified by SJTPO's federal and state partners.

2. 26/100: Central Staff Work Program

The Central Staff Work Program details the tasks and activities to be completed by SJTPO central staff in the UPWP. This UPWP continues to utilize the same structure from previous years with many of the same tasks, with the addition of the Freight Planning task. While SJTPO's work in freight planning is not new to this work program, given the MPO's increasing work in this area, it has been given more prominence and separated from the Economic Development & Tourism task, beginning with the FY 2025 UPWP.

Each program area allows various activities and initiatives to be emphasized from year to year, with some activities recurring annually. In all instances, whether the specific activities and products are new or recurring, they seek to address the planning priorities of the SJTPO region. Under each task, a list of activities and anticipated products is listed. The SJTPO project manager and the anticipated budget to be expended for each work task are identified.

The budget for all tasks is estimated based on comparing budget estimates to actual expenditures from previous work programs with values compared to the expenses for the first quarter of FY 2025 to calculate the budget for FY 2026. Each task's funding comprises salaries/labor and operating/direct expenses, with estimates for all tasks made based on the best available data, with the recognition that they are estimates. Actual expenditures fluctuate based on the work staff completes throughout the year. In no circumstance will the total Central Staff budget be exceeded.

The five program areas in the SJTPO's work program include Transportation Planning, Capital Programming & Project Development, Safety Education, Public Outreach, and Program Management, each further divided into individual tasks.

Transportation Planning is broken down into twelve (12) different tasks and accounts for nearly 29 percent of the budget of the Central Staff Work Program budget in the FY 2026 UPWP:

- Performance-Based Planning
- Complete Streets Planning
- Transit/Human Services Planning
- Regional Transportation Plan (RTP) Development
- Transportation Safety Planning
- Congestion Management & Relief Planning
- Freight Planning
- Economic Development & Tourism
- Resiliency & Reliability Planning
- Intelligent Transportation Systems Planning
- Environmental & Air Quality Planning
- Regional Coordination & Collaboration

Capital Programming & Project Development represent six (6) percent of the total budget in this year's work program and is broken down into two (2) individual tasks:

- Transportation Improvement Program (TIP)
- Local Project Development

Safety Education represents nearly six (6) percent of the Central Staff Work Program budget in the FY 2026 UPWP and includes work attributed to SJTPO's two (2) retired police officers. Individual tasks include:

- Safety Education Programs
- Safety Education Coordination & Collaboration

The Public Outreach program area accounts for 12 percent of the FY 2026 UPWP Central Staff Work Program budget and includes the following two (2) individual tasks:

- Public Engagement & Communication
- Title VI & Public Health

Program Management, including general administration, internal management, board and committee support, and technical program oversight, will account for forty-eight (48) percent of the Central Staff Work Program budget in the FY 2026 UPWP. The five (5) individual tasks include:

- Administration & Internal Management
- Board and Committee Support
- Unified Planning Work Program
- Subregional Planning Work Program Management
- Technical Program Management

The FY 2026 UPWP continues with the reorganized structure, separating activities and products under each Central Staff Work Program area. Products are listed directly under the corresponding activity. Product 1a is the direct result of work associated with Activity 1.

Approximate due dates are noted in parentheses, using the seasons to establish a general timeline, including the following:

- Fall = September, October, and November
- Winter = December, January, and February
- Spring = March, April, and May
- Summer = June, July, and August

SJTPO will monitor the progress of all products listed in the UPWP. Under federal law, the approved UPWP can be amended to add new tasks, delete tasks, and reallocate funds between tasks. Sometimes, a change may warrant approval by the SJTPO Policy Board and subsequent modifications to the Task Order, which authorizes federal funds associated with the UPWP. Other revisions are included for information only and do not impact the funding related to the UPWP. Changes to the UPWP will be included in the UPWP Activities Tracker, located on the SJTPO website (www.sjtpo.org/UPWP). As appropriate, final products and deliverables associated with work included in the UPWP will be posted to the SJTPO website.

[Table 8](#) summarizes costs by task for the Central Staff Work Program. The table includes all Central Staff Salaries/Labor and Operating/Direct Expenses. Funding estimates noted in the text associated with each task represent the total of Central Staff Salaries/Labor and Operating/Direct Expenses.

[Table 9](#) displays the breakdown of the Operating/Direct Expenses by category (e.g., office supplies, printing, etc.). Anticipated office equipment purchases include the replacement of recommended laptops, desktop computers, monitors, and other related office equipment. In the

FY 2025 UPWP, a new line-item category, 58090 Promotions/Special Events, was added to track expenses related to incentives for public outreach activities. Expenses may include the purchase of light refreshments or small stipends in recognition of the limited time of participants but also to accommodate the costs associated with transportation to attend in-person events.

The Operating/Direct Expenses include a budget of \$15,000 for Professional Development, which provides for registration fees for various meetings, seminars, conferences, conventions, and training. This may include registration fees for out-of-state conferences such as the Transportation Research Board's (TRB) Annual Meeting, in-state conferences such as NJ TransAction, participation in webinars, or the like.

Travel includes attendance and/or participation in meetings, seminars, conferences, conventions, and training conducted at any location other than on SJTPO property. All travel, whether on the same day or overnight, must be approved by the employee's supervisor, SJTPO Executive Director, and the Chief of Staff, with an evaluation completed by SJTA's designated Ethics Liaison Officer (ELO). All travel, with a combined cost of more than \$250.00, must be approved by the Governor's Office before any travel, with no exceptions.

A budget of \$11,000 for Central Staff Tuition Reimbursement is included in Operating and Direct Expenses. Under Internal Revenue Code Section 127 "Educational Assistance Programs," any amount reimbursed to an employee during the calendar year of more than \$5,250 will be reported in the employee's gross income and reflected on the employee's W-2 form at year-end.

26/110: Transportation Planning

Transportation Planning encompasses the significant efforts related to reviewing and evaluating the transportation network in the region. Work activities under the individual tasks included within this program ensure the safe and efficient movement of people and goods, including all modes and users.

26/111: Performance-Based Planning

Objective:

Transportation Performance Management is a "strategic approach that uses system information to make investment and policy decisions to achieve transportation system performance goals." National goal areas include Safety, Infrastructure Condition, Congestion Reduction, System Reliability, Freight Movement, and Economic Vitality. Federal legislation (MAP-21, FAST Act, and IJJA) resulted in performance measures that MPOs and State DOTs require.

This task aims to incorporate required performance measures, metrics, and targets into SJTPO's planning products and coordinate with NJDOT and its regional partners.

Activities and Products (due dates):

1. In conjunction with NJDOT, FHWA, the Delaware Valley Regional Planning Commission (DVRPC), NJTPA, NJDHTS, and the National Highway Traffic Safety Administration (NHTSA), monitor progress on achievement of Safety Performance Management (PM1) safety targets established for the state and SJTPO. This work would also involve collaboration in establishing new annual targets for the calendar year.

Product 1a. *SJTPO adoption of Calendar Year 2026 Safety Performance Management (PM1) Targets (Winter 2025)*

2. Coordinate with DVRPC and other agencies to monitor progress toward System Performance (PM3) CMAQ Congestion and Emissions Reduction Targets established in the 2nd Performance Period. This includes targets for the Philadelphia UZA and statewide.
3. Review progress towards System Performance (PM3) CMAQ Congestion and Emissions Reduction Targets established in the 2nd Performance Period. This includes targets for the Atlantic City-Ocean City-Villas, NJ Urbanized Area UZA, and across the entire MPO planning area. These and the above-noted targets will be incorporated into the Full Performance Period Progress Report for the 2nd Performance Period. The Full Performance Period is a look back to determine if the CMAQ targets are met. This plan is due to FHWA in October 2026.

Product 3a. *Technical memorandum assessing performance in meeting CMAQ Congestion and Emissions Reduction Targets for the 2nd Performance Period (Spring 2026)*

Product 3b. *Draft Full 2nd Performance Period Progress Report (Summer 2026)*

4. Establish 2- and 4-year System Performance (PM3) CMAQ Congestion Targets for the Atlantic City UZA and CMAQ Emissions Reduction Targets for the SJTPO planning area. Coordinate with NJDOT and other agencies to establish targets statewide. These targets will be incorporated into the Baseline CMAQ Performance Period Report for the 3rd Performance Period. The Baseline Performance Period Report is released at the beginning of the performance period and sets the targets. This plan is due to FHWA in October 2026.

Product 4a. *Technical memorandum establishing CMAQ Congestion and Emissions Reduction Targets for the 3rd Performance Period (Summer 2026)*

Product 4b. *Draft Baseline 3rd Performance Period Report (Summer 2026)*

5. Incorporate new system performance measures and targets that may emerge from work products completed in FY 2025 as part of [Task 25/403 Staff Augmentation](#).

Product 5a. *Technical memorandum depicting values of performance measures and associated targets (Spring 2026)*

6. Continue coordination with NJDOT and other agencies, participating in NJDOT's Complete Team Committee. Monitor performance measures and targets to meet federal performance requirements for the National Highway System (NHS). Continue to coordinate with NJ TRANSIT and other agencies in developing and integrating performance measures and targets for transit asset management and safety. This includes the Pavement and Bridge Condition Measures (PM2), System Performance for Travel Time and Freight Reliability (PM3), Transit Asset Management Performance (TAMP), and Public Transportation Agency Safety Plan (PTASP).

Product 6a. *SJTPO adoption of the FY 2025 Transit Asset Management Performance (TAMP) Measures and Targets, set by NJ TRANSIT (Fall 2025)*

Product 6b. *SJTPO adoption of the Calendar Year 2024 Public Transportation Agency Safety Plan (PTASP) Safety Performance Target for Bus Targets (Fall 2025)*

7. Continue incorporating required system performance measures into the regional planning activities, as required by the MAP-21/FAST Act/IIJA rules.
8. Monitor the new federal legislation and implementation guidance for existing performance management regulations changes.
9. Continue monitoring the regional transportation system's performance in safety, pavement and bridges, and operations, using federally mandated performance metrics. Data will culminate in preparing the *Forward 2050* Report Card, released at the mid-point of SJTPO's four-year RTP cycle (January 2027).

Product 9a. *Framework and outline of the Forward 2050 Report Card (Summer 2026)*

10. Continue to build upon the United States Department of Transportation (USDOT) and NJDOT's increasing emphasis on performance-based planning. Acquire additional data, develop performance measures, and strengthen the linkage between SJTPO and operating agencies to maximize the performance of the existing and planned transportation system.
11. Continue to assist NJDOT, DVRPC, and the North Jersey Transportation Planning Authority (NJTPA) in meeting all associated deadlines of Model Inventory of Roadway Elements (MIRE) fundamental data on county and local roads. Efforts may include:
 - a. Serve as a liaison for NJDOT and county and local roadway owners to collect roadway inventory elements; and
 - b. Attend meetings with NJDOT to review collected data and provide guidance.
12. Work on enhancements to the South Jersey Regional Travel Demand Model for incorporation into SJTPO's Performance-Based Planning Process, Congestion Management Process, and other purposes. This could also include the acquisition and/or review of outside data sources to improve model validation and accuracy.

Funding: \$40,362

Project Manager: David Heller

26/112: Complete Streets Planning

Objective:

Complete Streets Planning refers to efforts to advance mobility options beyond automobile-centric transportation. One component of this multi-modal approach includes advancing Complete Streets elements in transportation projects to ensure that investments allow users greater freedom to choose the mode that best suits their needs. These efforts tie directly to the RTP goal to “Promote accessibility and mobility for the movement of people and goods.” Strategies to advance this goal include evaluating all projects to include Complete Streets elements, promoting the awareness of transportation alternatives, and identifying opportunities to develop intermodal connections. The RTP goal to “Support the regional economy” includes a strategy to advance a regional trail network.

In FY 2024, SJTPO allocated funds to advance a consultant-led technical study, [Task 24/403 Regional Active Transportation Master Plan](#). Due to limited staff resources, that effort has not yet advanced and is included as a Continuing Task in FY 2026.

SJTPO’s Countywide Local Road Safety Plan effort included significant data collection. Sidewalks and crosswalks were inventoried, allowing SJTPO to identify the existing network and gaps. This highlights the most critical gaps to advance projects and improve connectivity. Together with the Regional Active Transportation Master Plan, SJTPO hopes to identify priority locations to reduce Traffic Stress while establishing a framework for a comprehensive bicycle and pedestrian count program.

Activities and Products (due dates):

1. Work with state and regional partners to investigate opportunities to utilize the federal Increasing Safe and Accessible Transportation Set-Aside planning activities to increase safe and accessible options for multiple travel modes for people of all ages and abilities. This includes research activities of other similarly sized MPOs and efforts advancing in New Jersey, working to incorporate similar efforts in SJTPO’s current or future work. Activities may include establishing concept development or design assistance services for bicycle- and pedestrian-focused improvements.
2. Work to advance and expand the South Jersey Trails network and the regional bicycle and pedestrian trails network in the SJTPO region. This activity will include building and supporting the South Jersey Trails Action Committee, further stakeholder identification, development of a visionary network, and development of a framework for implementation. This activity will continue collaborative efforts with DVRPC, The Circuit Trails, and regional bicycle and pedestrian partners to bring resources to the region.

Product 2a. *Visionary network for the South Jersey Trails system anticipated deliverable from the consultant-led Task 24/403 Regional Active Transportation Master Plan study (Fall 2026)*

3. Continue to support county and municipal partners in advancing various South Jersey Trails projects, particularly those that contribute to the Philadelphia to Ocean City and Cape May corridor. This work includes support in identifying funding, coordination with right-of-way owners, identification of impediments to advancement, and supporting and conducting studies, as needed, to ensure progress. Work under this activity will include but is not limited to Atlantic County Bikeway West, the Atlantic County Bikeway “Missing Link” in Pleasantville and Egg Harbor Township, and the northern Cape May County bikeway in Upper and Dennis Townships.
4. With support, continue collecting bicycle and pedestrian volume data on county and municipal roadways. Participate in statewide efforts to identify and standardize bicycle and pedestrian volume data collection and to identify proxy measures to estimate network-wide bicycle and pedestrian volumes.
5. Engage in efforts to collect, enhance, and share data related to bicycle and pedestrian resources, including sidewalks, trails, and other amenities and features. This activity includes supporting the New Jersey Department of Environmental Protection (NJDEP) in developing and refining the mapping of statewide trail facilities.
6. Continue to strengthen bicycle and pedestrian efforts, including serving as a regional representative on municipal studies, in addition to coordinating with NJDOT, DVRPC, NJTPA, and DHTS, as well as professional and special interest groups associated with safety, complete streets, public health, and bicycle and pedestrian issues. As part of this activity, SJTPO central staff will serve on several state and regional groups, including New Jersey’s Bicycle and Pedestrian Advisory Council (BPAC), the Complete Streets Working Group, and the New Jersey Bike and Walk Coalition.
7. Continue to evaluate and refine the Complete Streets Priority Areas, which highlight areas where bicycle, pedestrian, and transit accommodation should be given special attention in roadway improvements. Consider the needs of heavy vehicles in complete streets discussions and bicyclists and pedestrians in freight efforts to balance the demands of these competing interests as roadway projects advance.

Product 7a. *Updates and refinements to the Complete Streets Priority Areas (ongoing, as needed)*

8. Evaluate transportation projects submitted for addition into the TIP to ensure that bicycle, pedestrian, and transit accommodations fit the land use patterns and serve the needs of impacted residents. This effort will utilize the Complete Streets Priority Areas.
9. Continue collaborating with NJDOT, DVRPC, and NJTPA to jointly administer the Transportation Alternatives Set-Aside Program (TA Set-Aside) and Safe Routes to Schools (SRTS) Program, working with regional partners on avoiding project application pitfalls. SJTPO will focus on increasing awareness of the programs to increase the number of

applicants, improve the quality of applications, and improve the performance of these programs in seeing quality projects advance to construction authorization.

Product 9a. *Project selection for the SRTS Program 2025 solicitation to the SJTPO Policy Board (Contingent on NJDOT activity, Spring 2027)*

10. In partnership with NJDOT, NJTPA, the Voorhees Transportation Center (VTC), the Sustainability Institute at The College of New Jersey (SI@TCNJ), and others, promote and conduct training and other technical assistance in the SJTPO region that advance Complete Streets.
11. Through work initiated in FY 2025 through [Task 25/405 Complete Streets Technical Assistance Program Pilot](#), work in partnership with the consultant team to provide technical assistance to three municipalities in the SJTPO region to complete a Complete Streets initiative.
12. Manage the Demonstration Materials Lending Library initiated in FY 2025 through [Task 25/405 Complete Streets Technical Assistance Program Pilot](#). The library materials will be available to county and municipal partners to demonstrate a proposed roadway improvement. Materials may include delineator posts, stencils, paints, and traffic to illustrate the conceptual change.

Funding: \$60,543

Project Manager: Program Manager - Safety Initiatives & Complete Streets

26/113: Transit/Human Services Planning

Objective:

The top-ranked goal within SJTPO’s RTP is to “Promote accessibility and mobility for the movement of people and goods.” Under the regional transportation system’s “multi-modal” array of transportation options, transit and human services are two critical types of transportation service. Transit, or public transit, can be defined as a transport system for passengers by group travel systems available for use by the public. Typically, systems are managed on a schedule, operated on established routes, and are charged a posted fee for each trip. Human services transportation includes a broad range of transportation service options designed to meet the needs of transportation-disadvantaged populations, including older adults, persons with impairment, and persons or households with lower incomes. These individuals have varied requirements and may require different services depending on their abilities, environment, and the options available in their community. While the hallmark of this program area includes the federally mandated Coordinated Human Services Transportation Plan, or the Access for All Transit Plan, as referred to by SJTPO, support and accommodation for transit and human services transportation is an ongoing process.

Activities and Products (due dates):

1. Prepare Access for All Transit Plan update. Utilize analysis produced in FY 2025 as part of [Task 25/403 Staff Augmentation](#). This analysis will include progress towards meeting recommendations included in the initial Access for All Transit Plan and any new analysis of transit gaps and unmet needs in human services transportation. It will also incorporate safety solutions identified in [Task 25/403 Staff Augmentation](#).

Product 1a. *Preliminary draft of Access for All Transit Plan (December 2025)*

Product 1b. *Revised draft of Access for All Transit Plan (January 2026)*

Product 1c. *Final draft of Access for All Transit Plan (March 2026)*

2. In support of Forward 2050 Critical Issue #3, SJTPO will continue to engage NJ TRANSIT and others in discussions to identify specific transit issues, requests, or improvements brought by stakeholders and the public for further investigation.

Product 2a. *Updated documentation of these efforts related to Forward 2050 Critical Issues #3, including a summary of significant discussions and meetings and the outcome of these efforts to be incorporated into the RTP update (Summer 2026)*

3. Continue to work with NJ TRANSIT and others, as appropriate, to identify and advance conversations related to unmet transit needs in support of Forward 2050 unfunded “critical needs.” This work may involve collaboration related to ridership forecasting to determine if the ridership demand exists, delineation of the market that the new or improved transit service would encompass, or other assistance as requested by NJ TRANSIT to help justify these investments.

4. Continue working with county transit providers and human services transportation county steering committees to explore the recommendations within SJTPO’s Access for All Transit Plan. This effort would also involve defining the roles in implementing the recommendations.

Product 4a. *Updated list of action items that SJTPO can undertake to help advance outstanding recommendations of the Access for All Transit Plan anticipated to be adopted March 2026 (Summer 2026)*

5. Convene targeted meetings and discussions with county transportation providers or sit on county coordinating committee(s) and other similar committees.
6. Work with NJDOT, NJ TRANSIT, counties, and members of the respective human services transportation county steering committees to assess safety for non-motorized travelers in disadvantaged and transit-dependent communities. Information will be compiled and, at a minimum, included in future updates of SJTPO’s Access for All Transit Plan.
7. Continue collaborating with DVRPC, NJTPA, CCCTMA, and others on human services transportation issues extending beyond the SJTPO region. Efforts will focus on implementing actions that improve the coordination of services, access, and mobility.

8. In collaboration with NJ TRANSIT, review, score, and rank applications submitted for the FTA’s Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Grant Program, NJ-JARC Grant Program, and others, as appropriate.

Product 8a. *Summary sheet, including the ranking of submitted projects (contingent upon NJ TRANSIT activity)*

9. Continue to collaborate with NJ TRANSIT and others in identifying the feasibility of future transit enhancements, including the Glassboro-Camden Light Rail Line extension, consideration for a connection to Vineland, operational improvements to the Atlantic City Rail Line, and others.

Funding: \$30,272

Project Manager: David Heller

26/114: Regional Transportation Plan (RTP) Development

Objective:

One of the principal requirements of federal transportation law for MPOs is developing and regularly updating a plan to guide policy and programming decisions. This task centers on the update of SJTPO’s long-range regional transportation plan, *Forward 2050*, which is anticipated to be adopted on January 27, 2025.

Activities and Products (due dates):

1. Process RTP amendments and modifications needed throughout the year, consistent with amendments and modifications to the TIP/STIP, conducting public involvement as necessary.

Product 1a. *Memos to the Executive Director outlining RTP amendment and modification requests received from NJDOT, NJ TRANSIT, or regional partners (ongoing, as needed)*

Product 1b. *RTP amendment/modification tracker to be posted to SJTPO website and provided to TAC and Policy Board (ongoing, updated bi-monthly)*

2. In support of one of the Recommendations in SJTPO’s Planning Certification Report (September 2023), SJTPO will continue strengthening its consultation and collaboration with municipalities and resource agencies. As part of the outreach for *Forward 2050*, SJTPO convened two meetings with the resource agencies in the Spring and Summer of 2024. To keep the momentum going, SJTPO will convene at least one meeting with the primary resource agencies in the state to discuss their concerns and potential mitigation strategies for future planned projects.

3. In anticipation of SJTPO's next update, conduct an extensive literature review of existing RTPs and MTPs of similar sizes and demographics as SJTPO to assess how the next update could be improved. Specific areas for review may include organization, innovative ideas or concepts, and exploration of public involvement engagement activities or events.

Product 3a. Annotated literature review of existing RTPs and MTPs (Summer 2026)

4. Continue to support NJDOT and NJ TRANSIT in developing the Long Range Transportation Plan (LRTP) as part of stakeholder coordination and collaboration and assist with public involvement activities to produce a multimodal transportation plan that meets state and federal requirements.
5. Work in coordination with the New Jersey Office of Planning Advocacy to be consistent with the principles of the New Jersey State Development and Redevelopment Plan in planning activities.

Funding: \$70,634

Project Manager: David Heller

26/115: Transportation Safety Planning

Objective:

Transportation Safety Planning focuses on reducing and ultimately eliminating roadway deaths through an all-hands-on-deck approach. The approach is led by a data-driven approach to preventing crashes, identifying and mitigating risk in the transportation network, and reducing the severity of crashes.

SJTPO has had a long-standing commitment to traffic safety, and efforts to advance transportation safety are unique among MPOs because of the integration of engineering, education, and planning. These efforts tie directly to the RTP goal to "Improve transportation safety." Strategies to advance this goal include evaluating all projects for the addition of safety elements, safety education programs (addressed in [Task 26/141 Safety Education Programs](#) and [Task 26/142 Safety Education Coordination & Collaboration](#)), aligning investments with the New Jersey Strategic Highway Safety Plan (SHSP), reducing impediments to safety project advancement, and prioritizing projects on the bicycle and pedestrian network.

On the planning and engineering side of safety, work has been done to develop a robust yet intuitive project identification process. SJTPO's Local Safety Program generates data-driven safety infrastructure projects by guiding applicants through a five-step process. Key activities include using crash data and the American Association of State and Highway Traffic Officials

(AASHTO) Highway Safety Manual to support a data-driven approach to identifying high-crash locations and appropriate countermeasures.

In FY 2023, SJTPO initiated a consultant-led technical study ([Task 23/406 Countywide Local Road Safety Plans](#)), which led to four Countywide Local Road Safety Plans for Atlantic, Cape May, Cumberland, and Salem Counties. The plans address the unique safety needs of the county and local jurisdictions while contributing to the success of the New Jersey SHSP. The Safe System approach guides the plans, which will serve as the foundation to reduce fatal and serious injury crashes, making significant progress towards Zero.

The effort will continue in FY 2026 with implementation support through December 2025. In Year 3, SJTPO and the consultant team will assist county and municipal partners in seeking funding opportunities to advance the Countywide Local Road Safety Plans.

SJTPO's commitment to safety includes working with subregional partners to advance safety projects. SJTPO's FY 2024 UPWP included the consultant-led technical study, [Task 24/405 Local Safety Program Design Assistance](#). This effort will assist subregional partners in preparing construction plans, specifications, and estimates (PS&E) for safety improvement projects selected under SJTPO's Local Safety Program. This design assistance effort will advance safety in four project locations in the most critical municipalities in Cumberland County, moving projects identified through the Task 18/407 Cumberland County Bicycle/Pedestrian Safety Action Plan effort into safety improvements for the more vulnerable users of the transportation system.

SJTPO anticipates another opportunity for design assistance from the Countywide Local Road Safety Plan effort. As noted, the consultant team will assist county and municipal partners in seeking funding, which may include SJTPO's Local Safety Program. Specific project locations are unknown, as they will depend on priority locations identified by others to advance.

Activities and Products (due dates):

1. Continue collaboration with NJDOT, FHWA, DVRPC, NJTPA, NJDHTS, NHTSA, and others to advance safety planning efforts. Such collaboration includes participation in Emphasis Area Teams, task-oriented sub-team meetings, and the Safe Systems Approach Ambassadors Group meetings.
2. Continue to monitor transportation safety investments, evaluate how the investments align with priorities from the SHSP, monitor and report on the performance of project advancement, and adjust solicitation efforts as needed.

Product 2a. *HSIP Project Activity Charts detailing annual safety investments (ongoing, updated quarterly)*

3. Continue to work with county and municipal partners to address safety in all projects, particularly those securing funds through SJTPO. This work includes maximizing the opportunity to have FHWA's Proven Safety Countermeasures in all projects.
4. Furnish NJDOT with pre- and post-construction fatalities and serious injuries for projects advanced through SJTPO's Local Safety Program to complete the HSIP Annual Safety Report. Consider adding the information to the SJTPO website to achieve zero deaths by 2050.

Product 4a. *List of projects implemented by SJTPO, along with the number of crashes before and after construction (Summer 2025)*

5. Aid county or municipal governments in project development efforts related to applying for the Local Safety Program funding. SJTPO will work with NJDOT to explore opportunities to develop ongoing consultant support for Local Safety Program project development efforts. Efforts may include:
 - a. Assist applicants in evaluating safety performance and needs of potential project locations;
 - b. Assist applicants in selecting appropriate countermeasures to ensure a project is appropriately scoped to maximize safety benefits;
 - c. Assist applicants by performing many elements of the application process, such as crash diagrams, Highway Safety Manual (HSM) analysis, Benefit/Cost (B/C) analysis, etc.;
 - d. Prepare initial screening of applications, providing supplemental data and analysis as necessary;
 - e. Assistance in identifying appropriate methodologies, countermeasures, and locations for safety improvements; and
 - f. Work with applicants to advance projects to NJDOT for HSIP funding.

Product 5a. *Local Safety Program Solicitation (to be determined)*

Product 5b. *Crash analyses, crash diagrams, HSM analyses, and B/C analyses associated with Local Safety Program Safety applications (to be determined)*

Product 5c. *Completed Phase 1 Local Safety Program Applications submitted to NJDOT (to be determined)*

Product 5d. *Completed Phase 2 Local Safety Program Applications resubmitted to NJDOT (to be determined)*

6. Coordinate with the consultant team for the Countywide Local Road Safety Team to support county and municipal partners through Year 3 implementation to advance priority locations identified within the Countywide Local Road Safety Plans. Potential funding could be through County/Municipal Aid or Discretionary Grants available through USDOT.

7. Support the advancement of safety projects by aiding with design services, a common impediment to project advancement. This would follow consideration and endorsement of projects through SJTPO’s Local Safety Program in January 2026. SJTPO anticipates that a Request for Proposals (RFP) for a consultant-led technical effort could be released in Spring 2026, with kick-off anticipated in Summer 2026.
8. Continue to explore and pilot innovative ways to make the data-driven Local Safety Program more accessible and responsive to local jurisdictions while promoting proven safety countermeasures, safety improvements, and safety considerations in every project and topic related to mobility, consistent with the Safe System approach.
9. Utilize interactive maps of high-crash locations to evaluate new projects submitted for addition into the TIP. When project locations and network screening locations coincide, safety elements will be considered before project scopes are finalized.

Funding: \$100,905

Project Manager: Program Manager - Safety Initiatives & Complete Streets

26/116: Congestion Management & Relief Planning

Objective:

Federal legislation mandates that MPOs in air quality non-attainment areas develop and maintain a Congestion Management Process (CMP) for their region. The CMP provides SJTPO with comprehensive, regularly updated data on congestion, its causes, and methods for screening and evaluating strategies to address the problems. SJTPO’s CMP Methodology Report was last updated in 2018 to take advantage of the growing availability of archived operations data. The current methodology will continue to be implemented to advance cost-effective congestion relief strategies in the SJTPO region. Archived operations data, such as the Probe Data Analytics (PDA) Suite and Signal Analytics data, will be the primary data source for the CMP, along with NJDOT’s CMS-21 program, traffic counts, and regional input.

Activities and Products (due dates):

1. Continue coordinating with the University of Maryland’s Center for Advanced Transportation Technology (CATT) Lab staff to address SJTPO’s subregions’ comments/questions and enhancements to the PDA Suite Bottleneck Ranking tool and the Signal Analytics tool.
2. Investigate other data sources that could be useful in conducting SJTPO’s CMP analysis. This includes Streetlight Data and similar data types useful in CMP, performance-based planning, and other transportation planning functions. This data will be incorporated in

the Forward 2050 Report Card, anticipated to be completed in the Summer of 2026 as described in [Task 26/111 Performance-Based Planning](#)).

3. Continue to utilize the CMP, following the latest approved CMP methodology approved on November 25, 2024. This effort includes analyzing congested locations, identifying congestion mitigation strategies, advancing them into projects where possible, and incorporating improvements into the CMP to enhance the monitoring and evaluation of congested locations.
4. As needed, update congestion data and analytics as outlined in the CMP Methodology Report, including bottleneck location lists for both state/authority roadways and county/local roadways. SJTPO will make use of the purchase of two additional years of INRIX Signal Analytics data to conduct congestion scans for various roadway segments and cost-of-delay analysis.

Product 4a. *Annual bottleneck location list for the calendar year 2025, to include comparisons of other travel time data available from the PDA Suite (Spring 2026)*

5. Work with regional partners, NJDOT, and other regional stakeholders to identify congested locations and sources of congestion, including bottlenecks that may be addressed through future projects, prioritize locations for future improvements, and conduct field visits and data collection as appropriate.
6. Aid regional partners in project development efforts related to the CMAQ and Carbon Reduction Programs. These efforts may include the following:
 - a. Reviewing federal legislation and guidance changes that impact the CMAQ and Carbon Reduction Programs and revising SJTPO's congestion reduction guidance and application process accordingly;
 - b. Encourage additional project submissions by planning partners to fully program SJTPO's suballocation of CMAQ and CRP funding;
 - c. Release Notification of Call for CMAQ and CRP projects, to be posted on the SJTPO website, social media, etc., and emailed to TAC mailing list
 - d. Assist with required emissions analysis, utilizing the FHWA CMAQ toolkit (www.fhwa.dot.gov/environment/air_quality/cmaq/toolkit/)
 - e. Submitting project information and emission reports to NJDOT for addition into FHWA's CMAQ database.

Product 6a. *Congestion Mitigation Project Activity Charts detailing annual investments (ongoing, updated bi-monthly)*

Product 6b. *Call for CMAQ & CRP projects (Spring 2026)*

Product 6c. *Emissions Analysis for subregional project submissions for CMAQ and CRP FFY 2028 – 2030 Solicitation Period (Summer 2026)*

7. Improve measurement of seasonal variation within the SJTPO region. Activities may include:

- Work with NJDOT and regional partners to investigate the installation of more permanent traffic counting stations on highly seasonal roadways; and
 - As appropriate, work with NJDOT, regional partners, and outside consultants to improve seasonal data collection efforts and help NJDOT calculate more accurate seasonal factors.
8. Explore the feasibility of creating an Advanced Traffic Monitoring System (ATMS) for the SJTPO region. As part of this activity, staff will implement a system to collect comprehensive, accurate traffic data to better understand regional traffic patterns and support infrastructure planning. It can also identify areas where congestion can be mitigated through improved infrastructure, thus reducing vehicle emissions and enhancing air quality. Tools such as the Google Maps Distance Matrix API as well as statistical models will be explored to gather detailed travel time data across a variety of routes.

Product 8a. *Technical memorandum summarizing results of internal investigation and recommendations for further development (Spring 2026)*

Funding: \$40,362

Project Manager: Kent Schellinger

26/117: Freight Planning

Objective:

SJTPO has consistently participated in freight planning efforts and has conducted freight planning efforts focused on the SJTPO region. This work began with the Intermodal study at the Port of Salem. In FY 2023, SJTPO initiated a consultant-led study to develop an SJTPO Regional Freight Plan, completed in FY 2024. The plan identified a regional freight network with potential network improvements and better connectivity with state and national networks. The effort was based on data output from the SJTPO Regional Freight Plan Data Collection and Analysis technical study, completed in 2022. Together, these efforts will inform future studies and investments and improve the SJTPO region’s representation in statewide freight planning in the coming years.

SJTPO will continue to work with NJDOT to implement SJTPO’s Regional Freight Plan, completed in 2024, with consideration for the 2023 Statewide Freight Plan and identify the next steps for locations in the SJTPO region.

Activities:

1. Investigate the feasibility of continuing the Freight Advisory Committee, created during previous consultant-led efforts, to advise SJTPO and others on freight-related activity in the region, including generators, commodities, and movement patterns, which would

supplement other data collection efforts. SJTPO will include FHWA and NJDOT in this activity.

2. Continue to participate in statewide and neighboring regional planning efforts, including, but not limited to, the NJDOT Freight Advisory Committee, the Delaware Valley Goods Movement Task Force, the Delmarva Freight Working Group, the Metropolitan Area Planning (MAP) Forum, and the Multi-State Freight Working Group to maximize regional and extra-regional coordination and ensure that SJTPO regional issues are represented.
3. Work with subregional planning partners to implement SJTPO's Regional Freight Plan, completed in 2024, and investigate the feasibility of advancing the Recommended Regional Actions identified in the document. This includes initiating a consultant-led effort for [Task 26/402 Freight Movement Analysis - Mill Road Corridor](#).
4. Work with NJDOT on opportunities to advance the next steps, priorities, actions, and performance measures resulting from the 2023 Statewide Freight Plan.
5. Continue to work with NJDOT and the Office of Freight Planning on its truck parking study. This may include coordination on developing possible solutions, strategies, and policies to address the challenges.
6. Enhance planning opportunities for the freight regional network of South Jersey through improvements to connectivity between New Jersey and Pennsylvania. Along with enhancing rail freight facilities, strive to provide financial assistance to preserve and rehabilitate the rail freight system to create a more cohesive and holistic approach to the effectiveness and efficiency of the New Jersey rail network.

Funding: \$40,362

Project Manager: Benjamin Woodward

26/118: Economic Development & Tourism

Objective:

Economic Development and Tourism refers to a series of efforts and activities that seek to ensure that transportation does not hinder but advances the regional economy and opportunities for tourism. SJTPO's efforts to promote economic development and tourism were heavily focused on regional trails (addressed in [Task 26/112 Complete Streets Planning](#)) and freight (addressed in [Task 26/117 Freight Planning](#)). In this work program, SJTPO will investigate ways to incorporate meeting the economic development, travel, and tourism strategies through other means, including coordination with local Chambers of Commerce, SJEDD, and regional agencies focusing on redevelopment and overall economic development.

In FY 2024, the consultant-led technical study of Task 23/402 Maurice River Corridor Study was completed to help support the regional economy. The consultant-led effort looked at opportunities for eco-tourism and trails and how to protect the maritime industry's anticipated growth in the river's lower portion. The study laid the groundwork for the future connectivity of Cumberland County into the more extensive South Jersey Trails and The Circuit Trails networks.

Activities:

1. Help local jurisdictions identify funding sources to support transportation improvements that expand access to economic activity and assist jurisdictions in addressing funding source requirements, such as data collection.
2. Identify standing committees (potentially local Chambers of Commerce) within the region that represent the business community's needs to develop a dialogue to better incorporate economic development needs in transportation planning.
3. Continue to identify and conduct efforts, working with SJTPO's regional partners, including the SJEDD and other stakeholders, to enhance travel and tourism to support the goal within *Forward 2050*. Investigate how SJTPO could better coordinate with SJEDD and their Comprehensive Economic Development plan and improve the integration of land use planning into the transportation planning process.
4. Work in collaboration with state and federal agencies to assist municipalities in advancing the redevelopment of brownfield sites. Attend and participate in forums for municipalities seeking to redevelop their brownfield sites, providing guidance and sharing resources as appropriate.

Funding: \$20,181

Project Manager: Program Manager - Safety Initiatives & Complete Streets

26/119: Resiliency & Reliability Planning

Objective:

System Resilience and Reliability has taken on heightened importance considering the increasing frequency of extreme weather events, regionally and nationally, which can inflict considerable damage on the transportation infrastructure. The IJJA created the Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) grant program, which was released in April 2023 and is intended to help states improve the resiliency of transportation infrastructure to advance planning efforts and improvements in this increasingly crucial area.

In FY 2024, a Regional Vulnerability Assessment study was completed through consultant support. SJTPO will continue its efforts in FY 2026 and beyond to identify funding and advance

strategies and further develop projects to increase the resiliency of the regional transportation system. Such actions will include extensive coordination with NJDOT, NJ TRANSIT, NJDEP, the NJ Office of Planning and Advocacy, and local counties, municipalities, and others as appropriate. Future stakeholder discussions will consider other state priorities and how this effort may serve as a resource to municipalities as they update their master plans.

These efforts tie directly to the RTP goal to “Improve the Resiliency and Reliability of the Transportation Infrastructure.” In addition to the resiliency of the transportation system, efforts to ensure the continuity of operations for SJTPO also fall under this task.

Activities:

1. Continue to work on any actionable item(s) to be completed in FY 2025 as part of Task 25/403 Staff Augmentation. This may include further development of the Regional Vulnerability Framework, initially developed in Spring 2024, or another intermediate product as recommended by the Staff Augmentation effort.
2. Work with NJDOT, NJ TRANSIT, and other partners on risk management strategies for improving the resilience of transportation infrastructure against the impacts of extreme weather.
3. Aid regional partners and others, as appropriate, in enhancing transportation infrastructure resilience and reliability.
4. Collaborate with NJDOT’s Office of Emergency Preparedness, regional partners, and other agencies relevant to evacuation planning to facilitate coordination of emergency preparedness activities in the region. Efforts will focus on ensuring regional needs are adequately and appropriately addressed.
5. Build upon roundtable discussions, initially convened in April 2023 and subsequently in 2025, with state, regional, and local stakeholders related to efficient emergency planning and operations in support of a strategy identified in the NJ Office of Emergency Management (NJ OEM) most recent Statewide Hazard Mitigation Plan, released in 2024.

Funding: \$20,181

Project Manager: David Heller

26/120: Intelligent Transportation Systems Planning

Objective:

ITS refers to using innovative technology to improve transportation systems' safety, efficiency, and operations. FHWA encourages many ITS initiatives through the ITS Joint Program Office and

Every Day Counts (EDC) program. SJTPO participates in many statewide ITS initiatives and is a member of the Intelligent Transportation Society of New Jersey (ITSNJ).

Preparing for future technologies like connected and autonomous vehicles, demand-responsive traveler information systems, and computerized traffic signal systems. These technologies can improve New Jersey's transportation systems, positively impacting the quality of life for travelers. This task will involve continued participation in statewide efforts related to intelligent transportation and incorporation into the planning process as appropriate.

Activities and Products (due dates):

1. Coordinate with the NJDOT Office of Transportation Mobility and the Mobility Planning and Research division to best engage and participate in statewide collaboration efforts related to the NJ Statewide ITS Architecture.
2. Participate in ITSNJ activities, including committee participation and attendance at the ITSNJ Annual Meeting, to disseminate information to local partners. This could also include sharing opportunities for training, webinars, etc.
3. Continue to work with regional planning partners to identify ITS strategies and deploy ITS technologies in the SJTPO region, based on an ITS Needs Assessment, to be completed in FY 2025 as part of [Task 25/403 Staff Augmentation](#).

Product 3a. *Updated Project Information Sheets associated with the New Jersey ITS Architecture Maintenance Project (as needed, based on the development of ITS projects in the region)*

4. Based on an identification of strategies incorporated by other similar-sized MPOs and entities in New Jersey to be completed in FY 2025 as part of Task 25/403 Staff Augmentation, seek to advance ways to incorporate automated/connected/shared-use vehicles into the metropolitan planning process.

Funding: \$15,136

Project Manager: Alice Gibson

26/121: Environmental & Air Quality Planning

Objective:

MPOs ensure that transportation decisions conform to the air quality requirements in the State Implementation Plan (SIP) and the Federal 1990 Clean Air Act Amendments. In addition, MPOs participate in various statewide air quality planning efforts and must represent their region's interests in transportation air quality matters.

Conducting a regional emissions analysis and demonstrating transportation conformity are essential and critical steps in an MPO's air quality planning efforts. This analysis is required whenever the RTP and/or TIP is updated, and SJTPO has traditionally required the assistance of a consultant.

Activities and Products (due dates):

1. Coordinate on statewide transportation air quality planning efforts, which may include:
 - a. Monitor the development of SIP revisions and provide input to represent the region's interests when needed;
 - b. Ensure the adequacy of emissions budgets for the SJTPO region to maintain a conforming RTP and TIP; and
 - c. Attend and participate in air quality working group meetings, webinars, and regional, state, and federal discussions.
2. Complete procedures required under transportation conformity regulations for adoption of any amendments to the RTP and FFY 2026-2035 TIP, including as needed:
 - a. Classifying projects for analysis;
 - b. Developing and operating the South Jersey Travel Demand Model (SJTDM) and EPA's Multi-scale Motor Vehicle and the equipment Emission System (MOVES) emissions model; and
 - c. Conducting interagency consultation procedures.

Product 2a. Air Quality Transportation Conformity Determination Report (Summer 2025)

3. Monitor federal and state air quality rules and regulations, mainly affecting the SJTPO region.

Funding: \$50,453

Project Manager: David Heller

26/122: Regional Coordination & Collaboration

Objective:

Coordination with planning partners at the state, federal, regional, and subregional levels is crucial to the success of the metropolitan transportation planning process. SJTPO recognizes the importance of participating in collaborative forums that facilitate the exchange of ideas, concerns, risks, and opportunities in transportation planning. Statewide Collaboration meetings hosted by NJDOT are held regularly and foster discussion among New Jersey's MPOs, NJDOT, NJ TRANSIT, FHWA, and FTA. In addition, SJTPO hosts forums for collaboration among regional and

subregional partners to foster a regional approach to transportation planning and to improve project outcomes. These activities have and will continue to enhance statewide policy and capital programming, reflecting SJTPO priorities and needs and supporting effective regional cooperation models.

Activities:

1. Participate in New Jersey's statewide transportation planning efforts through participation with committees involved in statewide planning and operations, such as the New Jersey State Transportation Innovation Council (STIC), Federal Highway EDC events, quarterly MPO Collaboration meetings, and other regionally focused collaborations.
2. Continue collaborating with NJDOT, NJ TRANSIT, DVRPC, and NJTPA to meet USDOT's legislated surface transportation requirements.
3. Review the CCCTMA annual work program, as requested by NJTPA, which administers a statewide Transportation Management Association (TMA) pass-through program. Share comments and feedback as appropriate.
4. Provide advice on strategic and organizational planning of the Alan M. Voorhees Transportation Center (VTC) at Rutgers University as a recent ex officio member of the Advisory Board. This may also include serving on the board's committees or subcommittees to help address specific issues or areas of concern related to SJTPO's expertise.
5. Continue to work with federal, state, and local partners, and the Association of Metropolitan Planning Organizations (AMPO) in support of *Forward 2050* Critical Issue #1, associated with funding imbalance, to initiate further conversations about the formulas that determine the distribution of funds and work to ensure the metrics used to achieve a better balance in investments that reflect the needs of all planning partners, such as urban and rural areas alike.
6. Continue to support *Forward 2050* Critical Issue #2, associated with major projects, to better understand the value of revenues generated at the "Shore" and discuss with federal partners how to dedicate a portion of this revenue for critical infrastructure projects that make that revenue possible.

Funding: \$85,769

Project Manager: Various SJTPO staff

26/130: Capital Programming & Project Development

This program area focuses more directly on projects, the specific programming and authorization of projects through the TIP, and the preparation efforts that lead to project development.

26/131: Transportation Improvement Program (TIP)

Objective:

This task prepares and maintains the region's TIP, which is updated every two years and includes a ten-year list of projects scheduled for federal and state funding. The SJTPO TIP complements the Statewide Transportation Improvement Program (STIP), a compilation of the three regional TIPs. The TIP/STIP has been vital to the federal transportation planning process since its inception. It became even more critical under the Federal Intermodal Surface Transportation Efficiency Act (ISTEA) because of its significant role in MPO decision-making.

Activities and Products (due dates):

1. Provide technical assistance to member counties and municipalities and assist NJDOT and NJ TRANSIT in preparing financial plans for major capital projects as necessary.
2. Work with the SJTPO Public Outreach Coordinator to prepare public outreach materials and strategy, including content and presentation for the public meeting(s) for the FFY 2026-2035 TIP/STIP and Transportation Conformity.

Product 2a. Public outreach materials (Summer 2025)

3. Coordinate with SJTPO regional partners, NJDOT, and NJ TRANSIT to help facilitate the development and approval of the FFY 2026-2035 TIP/STIP, which is anticipated to be approved in Fall 2025.

Product 3a. *SJTPO Draft Transportation Improvement Program for FFY 2026-2035 (Summer 2025)*

Product 3b. *SJTPO Approved Transportation Improvement Program for FFY 2024-2033 (Fall 2025)*

Product 3c. *Year-end Obligation Reports, produced by NJDOT and NJ TRANSIT, to be posted to the SJTPO website (end of federal fiscal year, Fall 2025)*

4. Process TIP/STIP amendments and modifications needed throughout the year via NJDOT's Electronic Statewide Transportation Improvement Program (e-STIP), conducting public involvement as necessary.

Product 4a. *Memos to the Executive Director outlining TIP/STIP amendment and modification requests received from NJDOT, NJ TRANSIT, or regional partners (ongoing, as needed)*

Product 4b. *TIP amendment/modification tracker to be posted to SJTPO website and provided to TAC and Policy Board (ongoing, updated bi-monthly)*

5. Prepare Self-certification documents, coordinate with federal agency representatives, complete other procedures related to compliance with federal requirements, and keep up to date on changes in requirements. Pursuant to 23 CFR § 450.336, concurrent with submitting the TIP, MPOs shall certify, at least every four (4) years, that the metropolitan transportation planning process is carried out in accordance with all applicable requirements.

Product 5a. *Self-certification document, reviewed by FHWA in advance of any action related to the FFY 2026-2035 TIP/STIP approval (Summer 2025)*

6. Continue to review and refine SJTPO’s Project Selection Process, as needed, to ensure planning priorities and regional needs. This also includes consideration for revisions, which allow for ease of project collection, review, and scoring by SJTPO staff.

Product 6a. *Revised SJTPO Project Selection Criteria, including pre-screening consideration of project issues in locations (ongoing, as needed)*

7. Coordinate with regional partners to develop projects for funding. This effort includes attending meetings, conducting analysis, project feasibility/eligibility assessments, and associated mapping of projects to determine urban/non-urban boundaries.
8. Continue to coordinate with Federal Land Management Agencies to ensure projects are included in the TIP to facilitate the efficient and economical movement of people and goods.
9. Continue to coordinate with regional partners to identify future projects several years in advance to establish a ‘project pipeline’ to better plan for future TIP funding requirements. This effort was initiated with the update to SJTPO’s RTP.

10. Building off work initiated in FY 2025 through [Task 25/403 Staff Augmentation](#), review and update the project mapping using GIS or other cost-effective mapping technologies for SJTPO.

Product 10a. *Interactive map available on the SJTPO website, displaying funded projects in the current TIP, with consideration for other maps included in SJTPO’s Forward 2050 (Winter 2025)*

Funding: \$80,724

Project Manager: Alice Gibson

26/132: Local Project Development

Objective:

Project development efforts, particularly on the local level, are extremely valuable in preparation for projects to receive federal or other available funding. SJTPO will continue to work closely with its regional partners and local municipalities, as appropriate, throughout the project planning process to advance projects with a high degree of readiness, deliverability, and value to the region. This task includes project screening, scoping, data analysis, concept development, field visits, coordination with local stakeholders, initiating consultant-led technical studies, and other pre-design activities.

Activities and Products (due dates):

1. Work with regional partners, tracking technical issues to ensure the project meets critical milestones and deliverables to receive authorization of federal dollars. This activity includes attending meetings, participating in project activity calls, and communicating with regional partners and NJDOT Local Aid.
2. In coordination with NJDOT Local Aid and FHWA, engage with local partners to improve local public agency project delivery and compliance with federal regulations.
3. Continue to organize and facilitate quarterly meetings with regional partners, Local Aid, the Bureau of Environmental Program Resources (BEPR), and other agencies where appropriate.
4. Track the progress of the design phases of projects, including technical issues that may be encountered to predict project readiness and addition into the project pool.

Product 4a. *Activity charts for local lead projects, including HSIP, CMAQ, and Carbon Reduction funded projects (ongoing, produced bi-monthly)*

Product 4b. *Summary of end-of-the-year authorizations of SJTPO Local Lead Projects, highlighting federal dollars authorized in the region (end of federal fiscal year, Fall 2024)*

5. Work with local agencies to bring specific issues to the attention of NJDOT and the Local Aid Resource Center for further review and consideration. Issues could include technical issues, such as design challenges or eligibility issues with various funding sources.
6. In coordination with NJDOT Local Aid Resource Center, explore opportunities to engage local public agencies (e.g., municipalities), broaden the coordination between regional partners, and focus on opportunities to access federal funding sources. This effort would also ensure that the agencies are informed of resources and training opportunities.
7. Continue any work started in FY 2025 in support of *Forward 2050* Critical Issue #4, associated with the regulatory burden, particularly in the Pinelands, to better detail

specific impediments being experienced. The goal is to assist counties in identifying internal solutions to common impediments or to begin conversations with the Pinelands Commission and other state, regional, and local partners to identify solutions.

Funding: \$40,362

Project Manager: Alice Gibson

26/140: Safety Education

Since 1998, SJTPO has offered a robust series of programs to teach the public about traffic safety. These programs are designed to raise awareness of the many risks faced by roadway users and to educate others on how minor changes in behavior can make an enormous difference in increasing safety on area roadways. SJTPO collaborates with many organizations on programs and activities that address different facets of safety to ensure that all roadway users get home safely.

26/141: Safety Education Programs

Objective:

Guided by New Jersey's SHSP, SJTPO's safety education programs focus on driver behavior (e.g., aggressive, drowsy/distracted, unbelted, and impaired drivers) and vulnerable road users (e.g., mature, younger, and motorcyclists). Pedestrian and bicyclist safety is incorporated into all programs and presentations offered. Programs are targeted at an appropriate age group.

This task funds SJTPO's traffic safety education programs and initiatives. The education and outreach programs work in combination with improvements to area infrastructure to make a meaningful difference in reducing crashes across the region and New Jersey.

Activities and Products (due dates):

1. Continue with ongoing programs, such as Share the Keys, Car Crashes, It's Basic Physics, Teens and Trucks, Most Dangerous Place on Earth, Belts on Bones, Car-Fit for Senior Drivers, and others.

Product 1a. *List of presentations, target age group, and number of persons reached, organized by focus/objective number (ongoing, reported quarterly)*

2. Continue to facilitate Child Passenger Seat (CPS) training, as requested by others, and present education programs related to child passenger safety (CPS) and occupant protection.
3. Provide Defensive Driving training to the public in the SJTPO region, utilizing the National

Safety Council (NSC) program. Traffic Safety Specialists recently obtained Instructor Credentials to provide this training.

4. Work with community organizations to advance local safety initiatives. Participate in community events, such as National Night Out.

Funding: \$70,634

Project Manager: Jennifer Marandino

26/142: Safety Education Coordination & Collaboration

Objective:

Working with regional and state partners is the key to reducing serious injury and fatal crashes on all public roadways. This effort is part of SJTPO's commitment to working *Toward Zero Deaths* and ensuring that all roadway users get home safely.

This task will maintain professional affiliation by attending traffic safety meetings and trainings to increase knowledge and awareness of relevant safety topics. This task includes central staff participating in traffic safety webinars, trainings, conferences, and other activities.

Activities and Products (due dates):

1. Attend quarterly meetings of the New Jersey Police Traffic Officers Association, Regional Police Chiefs meetings, DVRPC Regional Safety Task Force, and Statewide Traffic Records Coordinating Committee (STRCC).

Product 1a. *List of trainings and target age group organized by focus/objective number (ongoing, reported quarterly)*

2. Coordinate efforts in safety education with national, regional, and statewide partners, and attend events, such as Lifesavers National Conference on Highway Safety Priorities and NJ TransAction, among other trainings, including webinars or virtual events.
3. Attend meetings and deliver trainings with Kean University and the New Jersey Association of Accident Reconstructionists (NJAAR) to police officers about crashes.
4. Attend meetings and conduct trainings with Safe Kids NJ related to child passenger seat safety and attend updates of Share the Keys Facilitator Training, Safety Voyager, Title 39, Motorcycle and Pedestrian Safety, and Outreach and Driver Education.
5. Participate in the CPS Car Seat Inspection Program held by county partners to ensure the installation of child passenger seats is correct and certify others as CPS Instructors.

Funding: \$40,362

Project Manager: Jennifer Marandino

26/150: Public Outreach

Public outreach, engagement, and consultation are fundamental to SJTPO's transportation planning process and the development of the major planning products. While one of the primary goals of public outreach is to expand and improve opportunities for the public, it is also critical that it be conducted justly, ensuring that transportation decisions meet the needs of all people. SJTPO's public outreach work is conducted through the Public Engagement & Communication and Title VI & Public Health tasks.

26/151: Public Engagement & Communication

Objective:

More emphasis continues to be placed on promoting greater public engagement in transportation planning and decision-making, with MPOs playing a significant role. Federal legislation requires consultation with federally recognized tribes in transportation planning, including providing information about early coordination opportunities during the planning process and major planning activity documents. SJTPO has worked directly with NJDOT, FHWA, and partner MPOs to increase consultation and coordination. More generally, SJTPO has a Public Involvement Plan (PIP) that describes the procedures for all planning activities.

Activities and Products (due dates):

1. Maintain and update the SJTPO website (www.sjtpo.org) to ensure regional partners, stakeholders, and the public can find information and materials related to all SJTPO activities. Tasks may include developing additional webpages, such as a projects database, and updating content, including posting notices of public comment opportunities on the Announcements and Public Comment webpages, noting the availability of RFPs, and making board and committee agenda packets accessible before meetings.

Product 1a. *SJTPO website (ongoing, updated regularly)*

2. Consider enhancing SJTPO's interactive online projects map (www.sjtpo.org/projects), which could include critical corridors, locations of interest, and issues, and linking current RTP/TIP projects. This effort may involve enhancing various SJTPO webpages to list or map specific related projects.

Product 2a. *Documentation of research on online mapping tools that allow for the creation of interactive maps SJTPO website (Summer 2025)*

3. Continue to engage the public to strengthen public confidence and participation in the planning process using web tools/technology, social media, outreach, education, and in-person and virtual public meetings. This effort may also include implementing one or

more Virtual Public Involvement (VPI) tools and technologies discussed in an internal memorandum prepared as part of the FY 2025 UPWP.

4. Investigate the benefits of working with the SJTPO Policy Board and member counties to improve outreach and engagement with the municipalities in the region and the public.

Product 4a. *Refinements and additions to municipality email list to be used when public involvement opportunities are available to help spread awareness of opportunities (ongoing, throughout the year)*

5. Continue efforts to build and support the Community Outreach and Engagement Committee (COEC) to reach a representative sampling of the region's diverse population to share information and receive feedback on SJTPO activities and projects. This effort will include working with new and existing partners, such as CCCTMA and the local Chambers of Commerce, to add members to the COEC.

Product 5a. *Refinements and additions to the COEC (ongoing, throughout the year)*

Product 5b. *Member applications and informational rosters (ongoing, updated January/February 2026)*

Product 5c. *Supporting materials related to the COEC meetings, including emails to committee members (ongoing, as needed)*

6. Continue to utilize, evaluate, and update the PIP, as needed, to ensure SJTPO's engagement practices meet federal requirements, keep up with best practices, maximize the effectiveness and utility of comments received, and ensure that practices respond to the needs of the region's residents.

Product 6a. *Refinements and additions to the PIP (ongoing, as needed)*

7. Continue to develop relationships with local media outlets and establish protocols to engage local media in outreach efforts. Determine if new local media outlets oriented toward Limited English Proficiency (LEP) populations have been established.

8. Increase the use of visualization, such as infographics and video, to simplify SJTPO concepts and make the process more engaging.

9. Produce educational content for the *On the Go* newsletter, email blasts, social media, or other uses that promote planning priorities, including but not limited to safety, public health, bicycle and pedestrian issues, and the environment, and to better promote the work being done by SJTPO and its partners, including the planning process and project advancement.

Product 9a. *Produce a bimonthly On the Go newsletter (ongoing, throughout the year)*

10. Continue to bolster social media usage to communicate with the public, generate interest in transportation issues, promote traffic safety education efforts, and evaluate ways to effectively receive feedback from the public in an effort to attract a broader public to participate in the SJTPO planning process.

Product 10a. *Summary of users/followers and email subscribers, along with other relevant metrics to evaluate the success of outreach through SJTPO’s website, X, Facebook, and Public Information emails (ongoing, bi-annually)*

11. Engage in new partnerships with stakeholders that are uniquely connected with transportation issues, including but not limited to the health community, environmental groups, social service organizations, and others. Continue to build SJTPO’s list of stakeholders and members of the public to better inform the region about SJTPO’s regional efforts and activities and those of its partners.

Product 11a. *Additions to the SJTPO list of stakeholders (ongoing, throughout the year)*

12. Conduct public engagement activities, as laid out in SJTPO’s PIP, associated with SJTPO’s core documents. Tasks may include advertising in the local newspapers, conducting comment periods, and holding public meetings.

Product 12a. *Newspaper ads, press releases, surveys, presentations, boards, flyers, handouts, emails, social media posts, etc., pertaining to core documents, technical studies, projects, and activities (ongoing, as needed)*

13. Consult with Federally and Non-Federally Recognized Tribes, consistent with federal and state guidance, including notifying them of early coordination opportunities during the planning process and providing access to major planning activity documents.

Product 13a. *Database documenting consultation and coordination of Federally and Non-Federally Recognized Tribes (ongoing, throughout the year)*

Funding: \$201,810

Project Manager: Melissa Melora

26/152: Title VI & Public Health

Objective:

The federal government emphasizes Title VI, Limited-English Proficiency (LEP), and others for MPOs and all federally funded entities. Title VI refers to Title VI of the 1964 Civil Rights Act.

SJTPO diligently fulfills its Title VI responsibilities and is committed to meeting and exceeding these standards. SJTPO actively works to advance these initiatives by continuously monitoring federal requirements, updating demographic analyses by which transportation planning activities are measured, and actively evaluating the transportation system for gaps in serving vulnerable populations. Inherent in these activities and others is the impact of decision-making and planning work on health. These impacts must be better understood to be better addressed.

Activities and Products (due dates):

1. Continue to utilize, evaluate, and update the Title VI Implementation Plan and LEP Plan as needed to ensure SJTPO practices and projects meet federal requirements, keep up with best practices, maximize effectiveness, and ensure that the plans respond to the needs of the region's residents.

Product 1a. *Refinements and additions to the Title VI Implementation Plan (ongoing, as needed)*

Product 1b. *Refinements and additions to the Limited English Proficiency (LEP) Plan (ongoing, as needed)*

2. Remain current on Title VI activities, monitor federal and state requirements, and review contract documents for conformance with applicable policies.

Product 2a. *Annual Title IV Notice (Winter 2025)*

Product 2b. *Board and Committee Demographic Summary (Winter 2025)*

3. Coordinate with federal, state, and regional partners to build on the Title VI Coordinator role. Work with partners, central staff, and subregions to ensure activities comply with Title VI and related requirements.

4. Expand utilization of best practices to reach disadvantaged populations identified as part of the FY 2020 Multilingual Outreach Services technical study and from the United States Department of Transportation (USDOT) updates to the ["Promising Practices for Meaningful Public Involvement in Transportation Decision-Making" Guide for Practitioners](#).

Product 4a. *Evaluate the necessity and reasonableness of incentivizing public outreach activities on a case-by-case basis (ongoing, as needed)*

Product 4b. *Prepare a justification memo to seek pre-approval from NJDOT to purchase incentives for public outreach activities (ongoing, as needed)*

Product 4c. *Prepare and submit final invoices and supporting documentation to NJDOT (ongoing, as needed)*

5. Continue to identify regional partners willing to help SJTPO reach additional members of the public.
6. Make core documents available in Spanish and other languages spoken throughout the region, as requested, utilizing the support of translation and interpretation under contract. Investigate the use of other online tools for other accommodations, if necessary.

Product 6a. *On-call consultant services for translation, interpretation, and accommodation (ongoing, as needed)*

7. Assess projects in the SJTPO RTP/TIP and other projects funded in the SJTPO region, such as those through the HSIP, SRTS, TA Set-Aside, and CMAQ programs, and identify their

impact on Title VI populations. Assess SJTPO’s Project Selection Criteria and make refinements, as needed, to ensure that the needs of communities are given explicit and meaningful consideration.

Product 7a. *Refinements and additions to the SJTPO Project Selection Criteria*

8. Work with NJDOT and MPO partners to establish specific Disadvantage Business Enterprise (DBE) goals applicable to Professional & Technical Services as appropriate.
9. Work with state, regional, and local planning partners to better understand SJTPO’s role in incorporating public health into the planning process and addressing public health in project advancement.

Funding: \$40,362

Project Manager: Melissa Melora

26/160: Program Management

Program management is the oversight function and responsibility that ensures the overall initiatives and operations of SJTPO are maintained. Program management often involves essential administrative tasks, including board and committee support, oversight of the planning work of SJTPO’s subregional partners, and other technical programs.

26/161: Administration & Internal Management

Objective:

This task provides the internal management and administrative work necessary to sustain the central staff operation, including grant management.

Activities and Products (due dates):

1. Maintain SJTPO office budget and expense records, prepare timesheets and inventory records, conduct procurement activities, develop related records, and complete other administration functions.

Product 1a. *Budget and Expense Records Log (ongoing, recorded as necessary)*

Product 1b. *Employee Timesheets (ongoing, processed bi-weekly)*

Product 1c. *Employee Reimbursements (ongoing, processed monthly)*

Product 1d. *Inventory of all items over a \$500 value (ongoing, reviewed annually)*

2. Oversee SJTA financial administration and human resource management activities.

3. Maintain basic computer maintenance and oversee IT services provided through consultant support.

Product 3a. *Computer Inventory, completed by IT consultant (ongoing, reviewed annually)*

4. Work to reduce the recommended areas of improvement, as identified by NJDOT within previous years’ Risk Prequalification Assessment Form, specifically in the areas of Project Management and Scheduling, and Document Retention.

5. Continue to work with SJTA, SJTPO’s administrative host, and other regional partners to expand upon the basic framework of a Continuity of Operations Plan drafted specifically for SJTPO. The final product is intended to be an internal document only and not shared broadly.

Product 5a. *Continuity of Operations Plan (ongoing, review annually)*

Funding: \$363,258

Project Manager: Nancy Hammer

26/162: Board and Committee Support

Objective:

This task provides routine support for the Policy Board, TAC, and other related ad hoc committees not explicitly dedicated to other tasks.

Activities and Products (due dates):

1. Arrange meeting locations and times and issue meeting notices, including coordinating with SJTA, SJTPO’s administrative host, to advertise meetings appropriately.

Product 1a. *Annual meeting schedule and notice for publishing related to Policy Board and TAC, as appropriate (Fall/Winter 2025)*

2. Assemble member credentials, update meeting mailing lists and membership rosters, and compile other contact lists.

Product 2a. *Member credentials and informational rosters (ongoing, updated Winter 2025)*

3. Develop, edit, and compile the necessary documentation and supporting materials for monthly agenda items, including preparation of item sheets and resolutions.

Product 3a. *Supporting materials related to the Policy Board and TAC meetings, including emails to committee members (ongoing, monthly/bi-monthly preparation)*

4. Distribute meeting notices and materials to board and committee members with follow-up, as necessary, for quorum, release cancellation, and special meeting notices.
5. Prepare for and attend meetings, take and transcribe minutes, including any coordination with central staff and member agencies in developing meeting minutes, and maintain records.

Product 5a. *Meeting minutes (ongoing, monthly/bi-monthly preparation)*

6. Answer requests from members and outside sources.
7. Participate in meetings of the SJTPO Policy Board, TAC, or other meetings with SJTPO regional partners.
8. Continue to conduct discussions with the SJTPO Policy Board and TAC about the distinct types and amounts of federal and state transportation funding received annually and facilitate conversations about increasing the share of transportation funding received by SJTPO.

Funding: \$201,810

Project Manager: Nancy Hammer

26/163: Unified Planning Work Program

Objective:

The UPWP serves as the master regional transportation planning funding application. The general content of the UPWP will reflect the requirements applicable to MPOs that are designated as TMAs. Activities under this task will prepare the UPWP for the coming years to describe all transportation planning and transportation-related air quality planning activities for the region and to document the allocation of federal transportation planning funds.

Activities and Products (due dates):

1. Work in consultation with SJTA to prepare an analysis of activity expenditures, including a comparison of budgeted (approved) amounts and estimated costs incurred for reporting to NJDOT.

Product 1a. *Summary of Central Billing for all tasks to be submitted to NJDOT for SJTA reimbursement (ongoing, submitted quarterly)*

2. Prepare and submit to NJDOT a final program summary for FY 2025 UPWP and a semi-annual report for FY 2026 detailing the progress of UPWP tasks and activities. Prepare an accounting of final deliverables for all Central Staff Work Program, Subregional Planning Work Programs, and Technical Program included within FY 2025 UPWP.

Product 2a. *Final program summary report for FY 2025 UPWP, including a list of final deliverables (August 2026)*

Product 2b. *Semi-annual program summary report for FY 2026 UPWP (February 2026)*

3. Process UPWP amendments and related contract modifications, including Task Order and Notice to Incur Costs.

Product 3a. *Executed Task Order, allocating funds to SJTA for FY 2026 UPWP (July 2025)*

Product 3b. *Task Order Modification Requests and Executed Agreements (ongoing, as needed)*

4. Develop the FY 2027 Subregional Planning Work Programs and Technical Program.
5. Develop the FY 2027 Central Staff Work Programs in coordination with member agencies, including special consideration at TAC or special meetings.
6. Compile the FY 2027 UPWP document, work with SJTA to prepare budgets, and coordinate the MPO reviews.

Product 6a. *Initial draft of FY 2027 UPWP (December 2025)*

Product 6b. *Point-by-point response to comments provided by NJDOT, FHWA, and FTA of FY 2027 UPWP (February 2026)*

Product 6c. *Final FY 2027 UPWP for TAC recommendation of Policy Board approval (March 2026)*

Funding: \$60,543

Project Manager: Jennifer Marandino

26/164: Subregional Planning Work Program Management

Objective:

SJTPO central staff oversees the four-county Subregional Planning Work Programs, including coordinating and reviewing the work throughout the year. This task also covers managing the contracting process for these programs and technical assistance when appropriate.

Activities and Products (due dates):

1. Evaluate the risk of subrecipients receiving pass-through funds from SJTPO to ensure compliance with federal requirements, performing an annual risk assessment.

Product 1a. *FY 2027 Subregional Risk Assessment, to be completed annually (Spring 2026)*

2. Manage Subcontract Agreements and contracting processes.

Product 2a. *Call for FY 2027 Subregional Work Program budget and description (Fall 2025)*

Product 2b. *FY 2027 Subcontract Agreements between SJTA and subregional partners (Summer 2026)*

3. Review progress reports, invoices, and technical products from the Subregional Planning Work Programs for approval throughout the year.

Product 3a. *Quarterly invoices and subregional reports associated with reimbursement by NJDOT (ongoing, as needed)*

4. Coordinate with NJDOT and SJTA to obtain the necessary data and figures to prepare the bi-annual report.
5. As appropriate, provide technical assistance or participate in the studies and Subregional Planning Work Program activities.

Funding: \$40,362

Project Manager: Alice Gibson

26/165: Technical Program Management

Objective:

In addition to managing the Subregional Planning Work Program, SJTPO central staff manages the technical studies performed by consultants. This task covers managing all aspects of the technical program, including scope development, release of an RFP, consultant selection, and management of the technical study once it is underway.

In addition to the two technical studies programmed for FY 2026, nine technical studies are continuing from seven previous task orders. Four separate task orders are associated with [Task 24/405 Local Safety Program Design Assistance](#) from the FY 2024 UPWP.

[Task 23/406 Countywide Local Road Safety Plans](#) will continue into SJTPO’s FY 2026 UPWP from FY 2023.

There are two (2) technical studies in SJTPO’s FY 2024 UPWP with continuing task orders in SJTPO’s FY 2026 UPWP, including [Task 24/403 Regional Active Transportation Master Plan](#), and [Task 24/405 Local Safety Program Design Assistance](#). [Task 24/404 Strategic Data Management Development](#) has been canceled.

Due to limited staff resources, the RFP for [Task 24/403 Regional Active Transportation Master Plan](#) was delayed and is anticipated to be released in January 2025, with a project kick-off

expected in June 2025. Other tasks continuing from the FY 2025 UPWP include [Task 25/403 Staff Augmentation](#), [Task 25/405 Complete Streets Technical Assistance Pilot](#), and [Task 25/406 Signal Analytics Data](#). [Task 25/402 South Jersey Travel Demand Model Recalibration](#) has been canceled.

New technical studies in this year's work program include [Task 26/401 Advanced Feasibility/Concept Development - Atlantic County Bikeway West](#) and [Task 26/402 Freight Movement Analysis - Mill Road Corridor](#). Scope development work will be conducted in FY 2025 for [Task 26/401 Advanced Feasibility/Concept Development - Atlantic County Bikeway West](#) to begin efforts in early FY 2026. The RFP for this technical study is anticipated to be released in April 2025, with consultant selection brought to the TAC and Policy Board in July 2025. As such, no RFP product is listed for this technical study. Activities for this technical study will be limited to coordination with the consultant and any related administrative efforts.

To ensure no excessive lag between authorization and first payment and to avoid project inactivity, the budget associated with this task shall be charged to the federal project specific to the Technical Program.

Activities and Products (due dates):

1. Manage the technical studies, including preparation of the scope of work, releasing RFPs, consultant selection, managing consultant-led studies, and reviewing invoices before payment.

Product 1a. *RFP for Freight Movement Analysis - Mill Road Corridor (Spring 2026)*

Product 1b. *Technical study invoices associated with reimbursement by NJDOT (ongoing, as needed)*

2. Work with consultants, tracking the project to ensure the technical effort meets critical milestones and deliverables related to project completion. Such work includes attending meetings, participating in project-related calls, and communicating with consultants, regional partners, and NJDOT Local Aid to advance the work on the respective technical studies.
3. Review progress reports, invoices, and technical products from technical studies for approval throughout the year.

Funding: \$302,715 charged to the federal project specific to the Technical Program

Project Manager: Various SJTPO staff

3. 26/200: Financial Administration

SJTA provides administrative services under the Basic Agreement between NJDOT, SJTA, and SJTPO (Agreement Number 2024-SJTA-001). The agreement became effective on October 31, 2024, and will remain IN EFFECT for five (5) years from the original date.

26/201: Financial & Administrative Services

Objective:

SJTPO provides funding to SJTA for financial administration and subcontracting on behalf of SJTPO with the counties and consultants, purchasing, grants, accounting, human resource management, and accounts payable/receivable. All activities shall be performed in full compliance with the requirements of Office of Management and Budget (OMB) 2 CFR Chapter I, Chapter II, Part 200, and others.

Activities and Products (due dates):

1. Execute agreements, task orders, and modifications to receive SJTPO's federal funding from NJDOT and pass funds to SJTPO counties and consultants.

Product 1a. *Task Order Agreement and related Modifications (ongoing, as needed).*

Product 1b. *Resolution authorizing the SJTA Executive Director to approve and execute documents related to SJTPO on behalf of the Authority (end of the calendar year, conducted annually).*

Product 1c. *Executed Subcontract Agreements associated with consultant-led technical studies (ongoing, as needed).*

2. Provide all financial services necessary to support SJTPO operations, including the development of billing rates, purchasing, payroll administration, and annual audit.

Product 2a. *Fringe rates associated with Central Staff Salaries/Labor (ongoing, as needed).*

Product 2b. *Federal Single Audit and associated documents (end of the calendar year, conducted annually).*

Product 2c. *Central Staff Work Program billing financials (quarterly, as needed).*

3. Provide all financial control and accounting activities necessary to support the contracts with counties and consultants, initially incurring all costs on behalf of SJTPO to be reimbursed by NJDOT after submission of appropriate financial documents.

Product 3a. *Invoices and Payment Vouchers associated with reimbursement by NJDOT (ongoing, as needed).*

4. Provide all human resource management, including executing appropriate documents and processes for any employee actions and all administration associated with health benefits and related tasks.

Product 4a. *Schedule A documentation and associated Payroll Advice (ongoing, as needed).*

Funding: \$71,500

Project Manager: Nancy Hammer

4. 26/300: Subregional Planning Work Programs

SJTPO counties are vital partners in all SJTPO planning processes. The counties receive funds through this UPWP to support their contributions to SJTPO and other transportation planning needs of their jurisdictions. The counties additionally receive funds for developing and implementing their Subregional Planning Work Program, with activities and products associated with grant administration falling under Task I.

Many Task II activities are shared amongst the counties and include assisting SJTPO in transportation planning efforts, such as contributing to RTP updates and related projects. The counties also participate in the SJTPO TIP, support public involvement, and provide other assistance to SJTPO priorities.

The County Subregional Planning Work Programs include a specific Task III study and general transportation planning activities. The counties submit these projects following a solicitation in mid-September of the previous fiscal year for the upcoming fiscal year UPWP. The subregions identified their Task III project with their program submission in November of that year for addition into the draft UPWP, which is then forwarded to NJDOT for review in early December.

Concerning the selection of Task III projects, each county must explain how its project conforms to the goals and objectives of SJTPO's RTP. The specific goal(s) being promoted by the Task III project (e.g., "Improve the Efficiency and Operations of the Existing Transportation System") is/are listed in the Subregional Planning Work Programs Task III description. SJTPO central staff works with the counties to develop a Task III project that helps advance the regional goals identified within SJTPO's current RTP, ensuring the project is relevant to transportation planning.

While each county is encouraged to conduct a Task III study, staff and financial resources must be considered by each county when deciding to do so. In the past, Cape May County has elected not to complete a Task III project, citing limited staff resources within the planning department as the main factor, with the acknowledgment that the financial resources available to complete a Task III study were also a factor.

As done over several work programs, SJTPO will again utilize a portion (\$11,000) of the FHWA FY 2025 Planning (PL) allocation to supplement the \$265,000 traditionally available for the Subregional Planning Work Program. Cape May and Cumberland Counties will utilize these additional resources.

Task III projects within this year's County Subregional Planning Work Programs include a corridor traffic improvement study to enhance pedestrian, bicycle, and vehicular safety and traffic analysis (Atlantic County), improvements to Cape May County's non-motorized transportation network, conceptual trail design and other elements in preparation for construction of the Cohansey Green Corridor (Cumberland County), and a roadway/intersection improvement analysis (Salem County).

Details of the Task I, Task II, and Task III activities for each county are provided below. A breakdown of the funding for each county is additionally provided. [Table 10](#) provides a funding summary of the County Subregional Planning Work Programs, broken down for each county.

Although the due dates for some final products of county work tasks are noted as no later than mid-August 2026, no work shall be billed after June 30, 2026, the end of the state fiscal year.

26/301: Atlantic County

Goal:

Improve the efficiency of the region's transportation network and system by participating in subregional transportation planning efforts and activities.

Task I: Program Administration

Objective:

Develop, implement, and administer the County's Subregional Planning Work Program, providing general administration of the program.

Activities:

1. Submit quarterly progress reports and a program year completion report of the FY 2026 Subregional Planning Work Program to SJTPO.
2. Maintain timesheets (by staff and task).
3. Develop the FY 2027 County Subregional Planning Work Program.

Products (due dates):

- Quarterly and final progress reports (10 days after the close of the quarter).
- FY 2027 Subregional Planning Work Program (as required by SJTPO).

Task II: Transportation Data File/TIP/Public Participation**Objective:**

Assist SJTPO in its transportation planning activities. Review and update the information base needed for county transportation planning activities. Assist in the development of project pool candidates for addition into the TIP. Participate in and support local, county, and regional transportation planning activities. Encourage and promote public involvement in the transportation planning process.

Activities:**Transportation Data File**

1. Provide SJTPO with all traffic counts, regardless of funding, taken by the county in FY 2026. The count information will be in a portable document format (.pdf), with summary count statistics presented in spreadsheet format to be provided by SJTPO. The count information will be submitted as completed or with the county's progress report.
2. In cooperation with and at the request of SJTPO, review and comment on various transportation-related plans, projects, and activities. Examples to review and comment on may include the CMP, NJDOT State Management Systems, and SJTPO's RTP.
3. Develop or participate in developing municipal, county, regional, and state transportation-related plans, projects, and activities. Specific major projects that fall within the scope of this task may include data dissemination and responding to transportation-related data requests (e.g., crash and traffic count data, GIS data, development review activity, aerial photographs, etc.) from public and private agencies.

4. Review and comment on SJTPO demographic projections and, as needed, develop and provide demographic projections to SJTPO. Participate in the review and analysis of census data and reports.

Transportation Improvement Program

1. Provide SJTPO with construction-ready road projects or other (e.g., scoping) projects to be included in the TIP and monitor the progress of county road projects. Assist SJTPO and NJDOT in prioritizing projects submitted for addition into the TIP or project pool.
2. Monitor the progress of TIP projects and provide a project activity report with each subregional quarterly report and/or work with SJTPO central staff in a periodic review of projects.
3. Provide Study and Development projects and assist in the screening and evaluation of projects as appropriate.
4. Review and comment on NJDOT and NJDEP TIP/STIP process and conclusions relating to air quality conformity.

Interagency Coordination and Public Participation

1. Attend regular meetings of the TAC, Policy Board (as needed), and other relevant subcommittees. Attend other regional, county, and local transportation-related meetings as appropriate.
2. Serve as a Consultant Selection Committee member for various consultant-led technical studies initiated by SJTPO. Review and score proposals received, participating in interviews as necessary.
3. Facilitate and encourage the participation of the public, local agencies, and organizations in transportation planning at all levels of government. To provide information on SJTPO activities, work with SJTPO central staff to schedule their attendance at County Planning Board meetings or provide MPO updates (by county staff) at these meetings.

Products (due dates):

No work shall be billed after June 30, 2026, the end of the state fiscal year.

- Any plans, studies, or products (or examples of products) resulting from the county's Task II involvement and information on any Task II activity that would be relevant to regional planning (as completed, no later than mid-August 2026).
- Prioritized list of project pool candidates (shared in advance of the Project Evaluation Process, which is used to score and evaluate projects that are adopted as a part of the RTP and TIP).

- Accounting of all active local lead projects (as requested, for updating project activity charts).
- Summary (meeting name and date) of meetings attended (as completed, no later than mid-August 2026).

Task III: Supportive Studies

Fire Road (CR 651) Traffic Improvement Study

Atlantic County proposes to study a portion of Fire Road (CR561) through portions of Egg Harbor Township from Hingston Avenue to Delilah Road (CR646). As of January 2024, this segment of Fire Road (CR651) runs through three separate block groups in Egg Harbor Township that are State-designated Overburdened Communities (OBCs). A large portion of the segment is also in close proximity to neighboring OBCs located in the Cities of Pleasantville and Absecon. This roadway segment includes both commercial and residential areas of Egg Harbor Township. Fire Road (CR651) from Hingston to the Black Horse Pike (US40/322) is primarily commercial. Continuing along Fire Road (CR651) from the Black Horse Pike (US40/322) to Delilah Road (CR646) passes through a mix of residential and commercial areas. Several locations along the corridor experience high pedestrian, bicycle, and vehicular traffic volumes.

The proposed study will include data collection, traffic counts, crash reports, intersection counts and geometry, level of service, ROW limits, structures, etc., along this section of CR 585, and will provide recommendations to enhance pedestrian, bicycle, and vehicular safety.

This study will support many of the SJTPO's Regional Transportation Plan (RTP) 2050 goals. In the broadest sense, this study will "support the regional economy" by identifying areas needing improvement for a host of transportation (bicycle, pedestrian, and vehicular) considerations. Identifying and implementing these recommended improvements will improve the accessibility and safety of the general area, thereby improving its commercial viability. The study corridor traverses commercial and residential areas that are partially located in a state-designated overburdened community. In addition to supporting the regional economy, the study will support several other *Forward 2050* goals such as: "to promote accessibility and mobility for the movement of people and goods," "mitigate traffic congestion and promote efficient system operation," "restore, preserve, and maintain the existing transportation system," "improve transportation safety," and "enhance the integration and connectivity of the transportation system." These goals will be supported by identifying and implementing the recommended improvements to enhance pedestrian, bicycle, and vehicular safety.

Traditionally, Atlantic County has chosen not to use federal funds to pay the consultant preparing the Task III Supportive Studies. Instead, it has utilized those funds to offset the salaries of department staff working in-house on that effort. One Senior Engineer Traffic position has been vacant since the Spring of 2024. The county is actively accepting and reviewing applications, but it has not found a suitable replacement as of this date. Therefore, Atlantic County will utilize its Task III funding allocation to include both staff salaries and consultant development of the Task III study.

The final report will be completed no later than mid-August 2026. No work shall be billed after June 30, 2026, the end of the state fiscal year.

Funding: **\$142,000 Total** (Task I \$14,000; Task II \$57,000; and Task III \$71,000)

Federal/Local share breakdown of total cost:

Federal Share (80%) \$113,600 / County Match (20%) \$28,400

Staffing Plan: The county anticipates that the staff listed below will contribute the following number of workdays throughout the fiscal year to accomplish the above-referenced tasks, activities, and deliverables. The county included one vacancy to account for any new hires that would contribute to the program. Any work expected to be completed by a consultant is not included.

Name	Position	Days
Frances Brown	Supervising Planner	24
Ranae Knowles	Department Head	30
Robert Lindaw	Planning Director	30
Sarah Taylor-Deak	GIS Specialist	15
Hannah Genereux	Assistant Planner	88
Emily Peraria	GIS Specialist	20
Nicholas Pennington	Principal Engineering Technician	25
James Mason	Traffic Engineer	8
Joseph Jankowski	GIS Specialist III	20
Edward Newman	Traffic Engineer	10
John Musto	Assistant County Engineer	4
Doug DiMeo	County Engineer	20
Vacant	Senior Engineer Traffic	TBD

The County's Assistant Planner changed as a result of a resignation and a new hire.

26/302: Cape May County

Goal:

Improve the efficiency of the region's transportation network and system by participating in subregional transportation planning efforts and activities.

Task I: Program Administration

Objective:

Develop, implement, and administer the County's Subregional Planning Work Program, providing general program administration.

Activities:

1. Submit quarterly progress reports and a program year completion report of the FY 2026 Subregional Planning Work Program to SJTPO.
2. Maintain timesheets (by staff and task).
3. Develop the FY 2027 County Subregional Planning Work Program.

Products (due dates):

- Quarterly and final progress reports (10 days after the close of the quarter).
- FY 2027 Subregional Planning Work Program (as required by SJTPO).

Task II: Transportation Data File/TIP/Public Participation

Objective:

Assist SJTPO in its transportation planning activities. Review and update the information base needed for county transportation planning activities. Assist in developing a project pool of candidates for addition to the TIP. Participate in and support local, county, and regional transportation planning activities. Encourage and promote public involvement in the transportation planning process.

Activities:

Transportation Data File

1. Provide SJTPO with all traffic counts taken by the county in FY 2026, to be submitted as completed or with the county's progress report.
2. In cooperation with, and at the request of SJTPO, review and comment on various transportation-related SJTPO plans, projects, and activities.
3. Develop or participate in developing municipal, county, regional, and state transportation-related plans, projects, and activities. Specific major projects that fall within the scope of this task may include the following:
 - a. Data dissemination, such as responding to transportation-related data requests (i.e., crash and traffic count data, GIS data, development review activity, and aerial photographs) from public and private agencies;
 - b. Work with municipalities in the development of recreation and open space plans and bicycle trails systems with the intention of expanding the trails system, potentially through applications to the Cape May County Open Spaces Program;
 - c. Participate in municipal transportation planning initiatives;
 - d. Protect the integrity of the County Road system via subdivision and site plan review and implementation of the County's Subdivision and Site Plan Resolution;
 - e. Participate in regional trails planning and connectivity-related projects;
 - f. Assist with planning and programming initiatives to enhance the efficiency and effectiveness of the Cape May County Fare Free Transportation System;
 - g. Work to ensure that bicycle and pedestrian improvements are incorporated in county-funded projects, including the Cape May County Airport and the Municipal Redevelopment Initiative; and
4. Review and comment on SJTPO demographic projections and, as needed, develop and provide demographic projections to SJTPO. Participate in the review and analysis of census data and reports.

Transportation Improvement Program

1. Provide SJTPO with construction-ready road projects or other (e.g., scoping) projects to be included in the TIP and monitor the progress of county road projects. Assist SJTPO and NJDOT in prioritizing projects submitted for addition into the TIP or project pool.
2. Monitor the progress of TIP projects and provide a project activity report with each subregional quarterly report and/or work with SJTPO central staff in a periodic review of projects.

3. Provide Study and Development projects and assist in the screening and evaluation of projects as appropriate.
4. Review and comment on NJDOT and NJDEP TIP/STIP process and conclusions relating to air quality conformity.

Interagency Coordination and Public Participation

1. Attend regular meetings of the TAC, Policy Board (as needed), and other relevant subcommittees. Attend other regional, county, and local transportation-related meetings as appropriate.
2. Serve as Consultant Selection Committee member for various consultant-led technical studies initiated by SJTPO. Review and score proposals received, participating in interviews as necessary.
3. Facilitate and encourage the participation of the public, local agencies, and organizations in transportation planning at all levels of government. For information on SJTPO activities, work with SJTPO central staff to schedule their attendance at County Planning Board meetings or provide MPO updates (by county staff) at these meetings.

Products (due dates)

No work shall be billed after June 30, 2026, the end of the state fiscal year.

- Any plans, studies, or products (or an example of a product) resulting from the county's Task II involvement and information on any Task II activity that would be relevant to regional planning (as completed, no later than mid-August 2026).
- Prioritized list of project pool candidates (shared in advance of the Project Evaluation Process, which is used to score and evaluate projects that are adopted as a part of the RTP and TIP).
- Accounting of all active local lead projects (as requested, for updating project activity charts).
- Summary (meeting name and date) of meetings attended (as completed, no later than mid-August 2026).

Task III: Supportive Studies

Non-motorized Transportation Network Improvements *continued from FY 2025*

The FY 2026 supportive study will continue the efforts initially included in the FY 2023 county work program and continue in FY 2024 and 2025, focusing on improving and using the County's

non-motorized transportation network. Through cooperation with our 16 local municipalities, the Open Spaces Review Board, and other partners, staff will continue to plan for bicycle/pedestrian network expansion and identify community asset opportunities for linkages (including trail “spurs”). To enhance public outreach and encourage system usage, GIS mapping will be kept updated, and public outreach materials (brochures, website content, and flyers) will be developed and kept updated.

In addition to planning for an expanded network, staff will also focus on enhancing the existing trail system by developing and implementing a wayfinding signage system. This will include multiple elements, including a mileage system, pavement markings for street crossings, and vertical signage. The thermoplastic mile marker system was completed in FY 2023. The vertical wayfinding signage will take significantly longer to design and implement, as community/municipal engagement will be integral to system design. It is envisioned that the vertical wayfinding system will integrate a bicycle facility classification system to help users understand the level of stress on path segments.

This activity advances several goals within *Forward 2050*, including “promote transportation alternatives” and “promote new connections between travel modes,” which fall within the larger goal of “promote accessibility and mobility for the movement of people and goods.” Overall, the County’s Task III study will support the regional economy, particularly regarding tourism and recreation benefits. As the network is expanded and enhanced over time, these benefits will become more pronounced, with the ultimate objective of connecting the Cape May Trails System to the regional “Circuit” trails and the greater Philadelphia area.

The project will be completed in-house by county planning and GIS staff. The final products will include a report on adding mileage and wayfinding elements to the existing trail system, an updated county-wide bicycle facilities map, and templates for wayfinding signage. Products will be delivered as completed no later than mid-August 2026. However, no work shall be billed after June 30, 2026, the end of the state fiscal year.

Funding: \$55,000 Total (Task I \$4,200; Task II \$38,800, and Task III \$12,000)

Federal/Local share breakdown of total cost:

Federal Share (80%) \$44,000 / County Match (20%) \$11,000

Staffing Plan: The county anticipates that the staff listed below will contribute the following number of workdays throughout the fiscal year to accomplish the above-referenced tasks, activities, and deliverables. Any work expected to be completed by a consultant is not included in this list.



Name	Position	Days
Will Hanson	Planning Director	38
Lauren Purdom	Senior Planner	33
Jason Downie	GIS Specialist	22
Jake Mericle	Senior Planning Aide	25
Kevin Quinn	Open Space Director	25

A Senior Planner position had been vacant since Fall 2024, following the promotion of a team member. This vacancy was filled in July 2025 with the hiring of a new Senior Planner. In addition, the anticipated vacancy in the Planning Director position was resolved with the hiring of a new Director in June 2025. The staffing plan has been updated to reflect these new hires.

26/303: Cumberland County

Goal:

Improve the efficiency of the region’s transportation network and system by participating in subregional transportation planning efforts and activities.

Task I: Program Administration

Objective:

Develop, implement, and administer the County’s Subregional Planning Work Program, providing general program administration.

Activities:

1. Submit quarterly progress reports and a program year completion report of the FY 2026 Subregional Planning Work Program to SJTPO.
2. Maintain timesheets (by staff and task).
3. Develop the FY 2027 County Subregional Planning Work Program.

Products (due dates):

- Quarterly and final progress reports (10 days after the close of the quarter).
- FY 2027 Subregional Planning Work Program (as required by SJTPO).

Task II: Transportation Data File/TIP/Public Participation

Objective:

Assist SJTPO in its transportation planning activities. Review and update the information base needed for county transportation planning activities. Assist in developing a project pool of candidates for addition into the TIP. Participate in and support local, county, and regional transportation planning activities. Encourage and promote public involvement in the transportation planning process.

Activities:

Transportation Data File

1. Provide SJTPO with all traffic counts, regardless of funding, taken by the county in FY 2026, to be submitted as completed or with the county's progress report. Count location, date, and total count will be provided for traffic counts not funded under this program.
2. In cooperation with and at the request of SJTPO, review and comment on various transportation-related SJTPO plans, projects, and activities. Work to review and comment on may include the CMP, NJDOT State Management Systems, and SJTPO's RTP.
3. Develop or participate in developing transportation-related plans, projects, and activities at the municipal, county, regional, and state levels. Specific major projects that fall within the scope of this task may include data dissemination and responding to transportation-related data (e.g., crash and traffic count data, GIS data, development review activity, aerial photographs, etc.) from public and private agencies.
4. Review and comment on SJTPO demographic projections and, as needed, develop and provide demographic projections to SJTPO. Participate in the review and analysis of census data and reports.
5. Review data, general information (crash and transportation count data land use information), and newly proposed state and local development projects. Determine if this data warrants a change to the transportation element of the County Master Plan and make revisions as necessary.
6. Identify areas, facilities, and projects for transportation improvements. Extension of rail service, trails, and bikeways will be researched, pursued, and recorded as warranted.
7. Update and digitize the county road database, public facilities, and other major traffic generators to produce updated and thematically oriented road maps.

Transportation Improvement Program

1. Provide SJTPO with construction-ready road projects or other (e.g., scoping) projects to be included in the TIP and monitor the progress of county road projects. Assist SJTPO and NJDOT in prioritizing projects submitted for addition into the TIP or project pool.
2. Monitor the progress of TIP projects, provide a project activity report with each subregional quarterly report, and/or work with SJTPO central staff in a periodic review of projects.
3. Provide Study and Development projects and assist in the screening and evaluation of projects, as appropriate.
4. Identify and prioritize projects for the Capital Transportation Program (CTP) of State Aid County projects. Current and past CTP projects will be monitored as needed. Submit the CTP to SJTPO for its files.
5. Review and comment on NJDOT and NJDEP TIP/STIP process and conclusions relating to air quality conformity.

Interagency Coordination and Public Participation

1. Attend regular meetings of the TAC, Policy Board (as needed), and other relevant subcommittees. Attend other regional, county, and local transportation-related meetings as appropriate.
2. Serve as a Consultant Selection Committee member for various consultant-led technical studies initiated by SJTPO. Review and score proposals received, participating in interviews as necessary.
3. Facilitate and encourage the participation of the public, local agencies, and organizations in transportation planning at all levels of government. For providing information on SJTPO activities, work with SJTPO to schedule staff attendance at County Planning Board meetings or provide MPO updates (by county staff) at these meetings.

Products (due dates)

No work shall be billed after June 30, 2026, the end of the state fiscal year.

- Any plans, studies, or product (or an example of a product) resulting from the county's Task II involvement and information on any Task II activity that would be relevant to regional planning (as completed, no later than mid-August 2026).

- Prioritized list of project pool candidates (shared in advance of the Project Evaluation Process, which is used to score and evaluate projects that are adopted as a part of the RTP and TIP).
- Accounting of all active local lead projects (as requested, for updating project activity charts).
- Summary (meeting name and date) of meetings attended (as completed, no later than mid-August 2026).
- Outline of future facilities, route alignments, and other transportation needs (as completed, no later than mid-August 2026).
- County Road Map for public distribution and in a digitized database (as completed, no later than mid-August 2026).

Task III: Supportive Studies

Schematic Design of Cohansey Green Corridor

Running from the Cohanzick Country Club (now a Wildlife Management Area, WMA) along the eastern shore of the Cohansey River in Fairfield Township, the Cohansey Green Corridor will travel north along the coast of the river through other WMA and City of Bridgeton-owned open space, sporadically coming into the right of way of Grove Street (609S) until it enters the commercial district of the City of Bridgeton. The bike and pedestrian route will then run along State Route 49, Laurel Street, and Commerce Street until it reaches Bridgeton City Park. The route travels through the park to Mary Elmer Lake, along Mary Elmer Drive, until it connects with Barrett's Run Park in Hopewell Township. The study will produce trail design, right-of-way designs, and other features in preparation for construction. A construction estimate will be prepared to support grant applications to implement the trail.

This activity advances several goals within *Forward 2050*, including “promote transportation alternatives” and “promote new connections between travel modes,” which fall within the larger goal of “promote accessibility and mobility for the movement of people and goods.” Overall, the County’s Task III study will support the regional economy, particularly regarding tourism and recreation benefits.

A consultant will complete the project in cooperation with county staff. The county intends to release an RFP for consultant services to complete the update to the schematic design. Products will be delivered as completed no later than mid-August 2026. However, no work shall be billed after June 30, 2026, the end of the state fiscal year.

Funding: **\$105,000 Total** (Task I \$6,250, Task II \$17,5000, and Task III \$81,250)
Federal/Local share breakdown of total cost:
Federal Share (80%) \$84,000 / County Match (20 %) \$21,000

Staffing Plan: The county anticipates that the staff listed below will contribute the following number of workdays throughout the fiscal year to accomplish the tasks, activities, and deliverables mentioned above. Any work expected to be completed by a consultant is not included in this list.

Name	Position	Days
Matthew Pisarski	Director	47
Elena Gable	Assistant Director	35
Sharon Mollick	Senior Planner	20
Joseph Zaccaria	GIS Specialist	20
Doug Whitaker	Engineer	20

26/304: Salem County

Goal:

Improve the efficiency of the region’s transportation network and system by participating in subregional transportation planning efforts and activities.

Task I: Program Administration

Objective:

Develop, implement, and administer the County’s Subregional Planning Work Program, providing general administration of the program.

Activities:

1. Submit quarterly progress reports and a program year completion report of the FY 2026 Subregional Planning Work Program to SJTPO.
2. Maintain timesheets (by staff and task).
3. Develop the FY 2027 County Subregional Planning Work Program.

Products (due dates):

- Quarterly and final progress reports (10 days after the close of the quarter).
- FY 2027 Subregional Planning Work Program (as required by SJTPO).

Task II: Transportation Data File/TIP/Public Participation**Objective:**

Assist SJTPO in its transportation planning activities. Review and update the information base needed for county transportation planning activities. Assist in developing a project pool of candidates for addition to the TIP. Participate in and support local, county, and regional transportation planning activities. Encourage and promote public involvement in the transportation planning process.

Activities:**Transportation Data File**

1. Provide SJTPO with all traffic counts, regardless of funding, taken by the county in FY 2026. The count information will be in a portable document format (.pdf), with summary count statistics presented in spreadsheet format to be provided by SJTPO. The count information will be submitted as completed or with the county's progress report.
2. In cooperation with, and at the request of SJTPO, review and comment on various transportation-related plans, projects, and activities. Examples to review and comment on may include the CMP, NJDOT State Management Systems, and SJTPO's RTP.
3. Develop or participate in developing municipal, county, regional, and state transportation-related plans, projects, and activities. Specific major projects that fall within the scope of this task may include data dissemination and responding to transportation-related data requests (e.g., crash and traffic count data, GIS data, development review activity, aerial photographs, etc.) from public and private agencies.
4. Review and comment on SJTPO demographic projections and, as needed, develop and provide demographic projections to SJTPO. Participate in the review and analysis of census data and reports.

Transportation Improvement Program

1. Provide SJTPO with construction-ready road projects or other (e.g., scoping) projects to be included in the TIP and monitor the progress of county road projects. Assist SJTPO and NJDOT in prioritizing projects submitted for addition into the TIP or project pool.
2. Monitor the progress of TIP projects and provide a project activity report with each subregional quarterly report and/or work with SJTPO central staff in a periodic review of projects.
3. Provide Study and Development projects and assist in the screening and evaluation of projects as appropriate.
4. Review and comment on NJDOT and NJDEP TIP/SIP processes and conclusions relating to air quality conformity.

Interagency Coordination and Public Participation

1. Attend regular meetings of the TAC, Policy Board (as needed), and other relevant subcommittees. Attend other regional, county, and local transportation-related meetings as appropriate.
2. Serve as a Consultant Selection Committee member for various consultant-led technical studies initiated by SJTPO. Review and score proposals received, participating in interviews as necessary.
3. Facilitate and encourage the participation of the public, local agencies, and organizations in transportation planning at all levels of government. For providing information on SJTPO activities, work with SJTPO central staff to schedule their attendance at County Planning Board meetings or provide MPO updates (by county staff) at these meetings.

Products (due dates):

No work shall be billed after June 30, 2026, the end of the state fiscal year.

- Any plans, studies, or products (or an example of a product) resulting from the county's Task II involvement and information on any Task II activity that would be relevant to regional planning (as completed, no later than mid-August 2026).
- Prioritized list of project pool candidates (shared in advance of the Project Evaluation Process, which is used to score and evaluate projects that are adopted as a part of the RTP and TIP).
- Accounting of all active local lead projects (as requested for updating project activity charts).

- Summary (meeting name and date) of meetings attended (as completed, no later than mid-August 2026).

Task III: Supportive Studies

Roadway and Intersection Improvement Analysis

Complete an analysis of the selected intersections and road segments to be identified. Specific locations are determined through consultation between the Salem County Public Works Committee and the County Engineering office, using crash and study analyses from the [Salem County Local Road Safety Action Plan](#) (LRSP). Locations to be studied are selected based on requests received from municipalities or as otherwise determined by the Public Works Committee’s review of the LRSP document.

- Fork Bridge Road (County Route 671) from Willow Grove Road to Porchtown Road, *Pittsgrove Township*
- Elmer Shirley Road (County Route 611) from NJ Route 77 to South Main Street, *Upper Pittsgrove Township and Elmer Borough*
- Hook Road (County Route 551) from NJ Route 49 to Interstate 295 jurisdictional limit, *Pennsville Township and Carneys Point Township*

The Task III study will complete all necessary technical analyses of the identified locations to determine appropriate roadway, intersection, and traffic signal improvements. Efforts will include preparing improvement designs or specifications, as appropriate.

The Roadway and Intersection Improvement Analysis will be completed by county staff, with assistance from a consultant(s) retained for this project. Salem County will conduct traffic counts as appropriate (billed as part of Task II activities). The final product for the technical study will be improved designs or specifications for selected locations. Products will be delivered as completed no later than mid-August 2026. However, no work shall be billed after June 30, 2026, the end of the state fiscal year.

Funding: **\$43,000 Total** (Task I \$3,000, Task II \$10,000, and Task III \$30,000)

Federal/Local share breakdown of total cost:

Federal Share (80%) \$34,400 / County Match (20 %) \$8,600

Staffing Plan: The county anticipates that the staff listed below will contribute the following number of workdays throughout the fiscal year to accomplish the abovementioned tasks, activities, and deliverables. Any work expected to be completed by a consultant is not included in this list. It should be noted that the

County Engineer and County Planning Director for Salem County are contracted positions. The Planning Director is contracted yearly, and the County Engineer is contracted for three years.

Name	Position	Days
Matt Goff	Principal Planning Aide	11
TBD *	County Engineer	5
Jon Sever	Supervisor of Engineering	1
TBD **	Planning Director	4

* Engineering consultant; contract awarded January 2024 for three years

** Planning consultant; contract awarded January 2025 for one year

5. 26/400: Technical Program

SJTPO will initiate and administer technical studies and projects to supplement the agency's work programs described above. The successful completion of efforts within this Technical Program may require the purchase of data, equipment, or services to be performed by consultants.

A total of \$418,155 was originally budgeted for two consultant-led studies when the FY 2026 UPWP was approved. Subsequently, \$221,281 was added to the Technical Program budget. A new consultant-led effort ([Task 26/403 Data Collection for SJTDM Recalibration and Validation](#)) was added. A new total of \$640,036 is now programmed for consultant-led studies within the Technical Program. This total breaks down to \$557,045 in FHWA Statewide Metropolitan Planning (PL) funds and \$82,990 in the FHWA Set-Aside Increasing Safe and Accessible Transportation Options Set-Aside.

A description of the technical efforts is provided herein.

General budgetary information for each technical program task is based on preliminary estimates and anticipated project scope. SJTPO central staff hours associated with the technical study are accounted for separately within the UPWP as [Task 26/165 Technical Program Management \(Table 8\)](#).

The original placeholder of \$1,000,000 of HSIP funds has been removed. The expectation was that the funds would be utilized for a new Local Safety Program Design Assistance effort, resulting from the consultant-led Countywide Local Road Safety Plan. The consultant work was to be completed in December 2025. A No-Cost Time Extension for the Countywide Local Road Safety Plan extended the period of performance through December 2026, as a result of a pause in the State Local Safety Program.

Multi-year Studies

[Task 26/401 Advanced Feasibility/Concept Development - Atlantic County Bikeway West](#), [Task 26/402 Freight Movement Analysis - Mill Road Corridor](#), and [Task 26/403 Data Collection for SJTDM Recalibration and Validation](#) are all proposed as two-year consultant-led efforts. As two-year efforts, each study will have well-developed timelines to ensure the study efforts are conducted comprehensively and meaningfully. The funding represents the budget for the entire two-year study duration.

The RFP associated with [Task 26/401 Advanced Feasibility/Concept Development - Atlantic County Bikeway West](#) was released in June 2025 and kicked off in early October 2025. This effort will build upon the feasibility study of the Atlantic County Bikeway West completed in December 2021 and advance the trail segments through to concept development. Because of the complexity and length of the segments, the effort is anticipated to require 18+ months to complete.

Due to several ongoing efforts, competing priorities, and limited staff, work associated with [Task 26/402 Freight Movement Analysis - Mill Road Corridor](#) is likely not to start later in the state fiscal year (Fall 2025). To allow a minimum of 12 months to complete this effort, additional time will be required past June 30th, thus necessitating this effort to be a two-year effort.

As a two-year effort, [Task 26/403 Data Collection for SJTDM Recalibration and Validation](#) will allow for traffic data collection between Memorial Day and Labor Day, capturing seasonal traffic flows in the SJTPO region. This is particularly important in the SJTPO region, which is greatly influenced by seasonal variation in travel due to tourism.

26/401 Advanced Feasibility/Concept Development – Atlantic County Bikeway West (2-year study)

The Atlantic County Bikeway West Feasibility Study, completed in December 2021, identified the Route 54/Rail Corridor alignment as the proposed trail alignment between the planned eastern terminus of the Camden County Link Trail in Winslow Township, Camden County, and the existing western terminus of the Atlantic County Bikeway in Hamilton Township, Atlantic County, known as the Atlantic County Bikeway East. The completion of the Atlantic County Bikeway is a crucial connection to the Camden County Link and the Circuit Trails network. As Camden County continues to complete and fund its LINK project, it is essential to finish the Atlantic County Trail to achieve the ultimate goal of creating a continuous trail from Philadelphia to Cape May.

This consultant-led effort will support NJDOT's goal to “Provide opportunities to complete the East Coast Greenway, the Circuit Trails, and other regional trail networks...” This effort will

provide advanced feasibility and further evaluation of existing conditions, emphasizing environmental constraints relevant to advancing the trail, including wetlands, Pinelands, and right-of-way (ROW) considerations. Additionally, the effort shall develop cost estimates, a preliminary conceptual design, and a refined trail concept plan for the 22-mile segment.

This effort will build off the Focus Areas outlined in the initial Atlantic County Bikeway West Feasibility Study. Prioritization of work should begin with Focus Area #1 – Camden County Link to NJ Route 54 Bridge, followed by Focus Area #3 – Mays Landing to the pedestrian bridge over the Great Egg Harbor River, and finally Focus Area #2 – NJ 54 to Rail Corridor/Richland Village. Prioritizing the Focus Areas is essential to continue progress and support projects near completion, such as the Camden County Link Trail and the Great Egg Harbor River bridge crossing in Hamilton Township.

Funding: \$235,165 (FHWA-PL) / \$82,991 (FHWA-PL Set-Aside) \$318,155 Total

Project Manager: Jenna Monaghan

Release Date: June 2025 / **Kick-off:** October 2025

26/402 Freight Movement Analysis – Mill Road Corridor (2-year study)

The 2024 SJTPO Regional Freight Plan emphasizes region-specific freight planning by identifying key locations and issues to enhance the regional multimodal freight network. Building on recent studies conducted by SJTPO and its subregional partners, the plan offers a prioritized list of recommendations to address freight transportation challenges effectively.

Among the nine Recommended Regional Actions, Priority Action #1 – “Enhance freight connections to NJ 55 in the Vineland and Millville area through improvements to the local road network” warrants further detailed review and analysis. Specifically, two areas within the County have been identified for closer investigation.

Through consultation with the subregional partners, including Millville, Vineland, and Cumberland County, it was determined that a comprehensive study of the Mill Road corridor, spanning from Weymouth Road in the north to Chestnut Avenue in the south, is essential. Additionally, the study should focus on the NJ Route 55 interchanges at Garden Road and Landis Avenue, with particular attention to the interaction of freight traffic along Mill Road. Analysis should also include an assessment of the primary entrances to the Vineland Industrial Park at DeMarco Drive on Garden Road.

The study will include several critical components to comprehensively understand freight traffic dynamics and infrastructure needs. Traffic counts will be conducted, including truck classification counts and turning movement counts at critical intersections, to determine the volume and types of vehicles using the network. An origin and destination analysis of freight traffic shall be performed to better understand travel patterns and identify key demand areas.

Additionally, the study shall evaluate turning movements at key intersections and ensure they can accommodate large freight vehicles. Substandard intersection or roadway designs that hinder the efficient movement of goods will be identified, with proposed improvements developed to address these deficiencies. Conceptual designs for freight traffic improvements should also be created for both areas to provide actionable solutions. Finally, the study will prepare an order-of-magnitude cost estimate for the proposed improvements, offering a preliminary financial framework to support planning and funding efforts.

These targeted investigations aim to address critical freight connectivity challenges, improve the efficiency of goods movement, and strengthen the overall regional freight infrastructure.

Funding: \$100,000 (FHWA-PL)

Project Manager: Program Manager - Safety Initiatives & Complete Streets

Anticipated Release Date: March 2026 / **Anticipated kick-off:** August 2026

26/403 Data Collection for SJTDM Recalibration and Validation (2-year study)

As part of a future recalibration and validation of SJTPO's Regional Travel Demand Model (SJTDM), a substantial amount of new data will need to be collected to ensure the model accurately reflects current conditions. High-quality, up-to-date data are essential to "ground-truth" the model results and enhance the reliability of its forecasts. The SJTDM remains the region's primary analytical tool for projecting future traffic conditions and supporting data-driven transportation planning decisions.

Under this task, a consultant will be retained to carry out a comprehensive data collection effort. Data sources may include two-way traffic volume counts, turning movement counts, radar speed data, location-based services (LBS) data, or other datasets identified as critical for model calibration and validation.

Because travel patterns in the SJTPO region vary significantly throughout the year, particularly in Atlantic and Cape May Counties, where the population more than triples during the summer tourist season, it is essential that data collection include the summer months. Capturing this

seasonal variation will improve the model's ability to reflect actual travel behaviors and provide more accurate forecasts for both peak and off-peak conditions.

Funding: \$221,881 (FHWA-PL)

Project Manager: David Heller

Anticipated Release Date: June 2026 / **Anticipated kick-off:** October 2026

Continuing Task Orders

In addition to the technical studies programmed in FY 2025, seven (7) technical studies are continuing from seven (7) previous task orders. Four (4) separate task orders are associated with Task [24/405 Local Safety Program Design Assistance](#) from the FY 2024 UPWP.

[Task 23/406 Countywide Local Road Safety Plans](#) will continue from FY 2023. There are two technical studies in SJTPO's FY 2024 UPWP with continuing task orders in SJTPO's FY 2026 UPWP, including [Task 24/403 Regional Active Transportation Master Plan](#) and [Task 24/405 Local Safety Program Design Assistance](#). [Task 24/404 Strategic Data Management Development](#) has been canceled.

Other tasks continuing from the FY 2025 UPWP include [Task 25/401 Regional Pavement Condition Data Collection](#), [Task 25/403 Staff Augmentation](#), [Task 25/405 Complete Streets Technical Assistance Pilot](#), and [Task 25/406 Signal Analytics Data](#). [Task 25/402 South Jersey Travel Demand Model Recalibration](#) has been canceled.

Details for all continuing efforts, along with a description, are provided in [Appendix A. Table 11](#) provides an overview of how SJTPO will spend the associated money and what has been expended to date.

6. 26/500: Non-MPO-Funded Transportation Planning Activities

The annual UPWP also describes all anticipated regionally significant transportation planning activities in the region, regardless of funding source or agencies conducting the activities. The information is intended to broaden awareness of related activities, prevent duplication of planning and study efforts, and encourage coordination of all transportation planning underway in the region. The information obtained from the transportation planning and operating agencies

that impact the SJTPO region speaks to the multi-dimensional planning activities throughout the region.

Planning activities undertaken by NJDOT, NJTA, DRBA, and NJ TRANSIT have been traditionally included in each year's UPWP. In the FY 2023 UPWP, the activities of SJTA were added, with activities to be completed by Cross County Connection Transportation Management Association (TMA) added in the FY 2024 UPWP.

The information below includes who will perform the work, a description of the work to be completed, the location, and the approximate activity timeframe. In some instances, the information is included in this section; in others, it is referenced in an appendix where more information can be found.

26/501: New Jersey Department of Transportation

NJDOT works in partnership with transportation professionals across the state at various levels to improve lives through improving transportation. NJDOT accomplishes this mission by providing reliable, environmentally and socially responsible transportation and motor vehicle networks and services to support and enhance the safety and mobility of people and goods in New Jersey. The State Planning and Research and Management System Work Program supports NJDOT's mission by striving to optimize transportation, community, and environmental needs within available resources. [Appendix C](#) is reserved for NJDOT's Statewide Planning and Research Program.

For more information on NJDOT planning activities, please contact Sudhir B. Joshi, Manager, Bureau of Statewide Strategies, Division of Statewide Planning, via email at sudhir.joshi@dot.nj.gov or by phone at (609) 963-2217.

26/502: New Jersey Turnpike Authority

The NJTA is dedicated to the safe and efficient movement of people and goods over two of the busiest toll roads in the United States – the New Jersey Turnpike (148 miles) and the Garden State Parkway (173 miles). NJTA's highways are a critical link in the transportation network of the Northeast I-95 Corridor. Every day, NJTA provides the safest, quickest, and most convenient routes for hundreds of thousands of commuters, truckers, and recreational travelers.

[Table 3](#) has been reserved for the regionally significant planning projects to be undertaken by the NJTA.

Table 3: NJTA Regional Significant Plan Projects

Project Name	Description	MPO Region	County	Year of Completion	Project Activity
Garden State Parkway (GSP) Service Area Ramp Widening Program	This project will widen deficient ramps and improve acceleration and deceleration lanes connecting to service areas on the Parkway.	DVRPC, NJTPA, and SJTPO	various	2039	Project is substantial completed. Construction work associated with the service area ramps are done.
New Jersey Turnpike Interchanges 1-4 Capacity Enhancements Program	This project proposes to add one additional lane in each direction from the existing 3-lane section just north of Interchange 4 at MP 36.5 to the base of the Delaware Memorial Bridge at MP 0.0. The Program includes improvements to each of the four interchanges as well as the replacement or retrofit of most of the 66 bridges along the corridor and improvements to shoulders, sign structures, culverts, interchange lighting, and service area access. Final Design will begin in 2024 and construction will commence in 2026.	DVRPC and SJTPO	Salem, Gloucester, Camden, Burlington	2039	Preliminary Engineering began in April 2021. Final Design started in Fall 2024 and construction will begin in 2026.

For information on NJTA planning activities, please contact Joseph C. Livingston, P.E., Supervising Engineer, Planning, via email at livingston@njta.com or by phone at (732) 750-5300.

26/503: Delaware River and Bay Authority

The DRBA has an extensive network of structures and facilities designed to provide the public with safe and efficient transportation and economic development and opportunities in the region. This transportation network includes the Delaware Memorial Bridge (DMB), the Cape May-Lewes Ferry (CMLF), and the Forts Ferry (FF). The DRBA also operates and maintains long-term leases with a municipality, county, or state and five airport facilities in Delaware and New Jersey. Those projects at the DRBA facilities in the SJTPO region, including the Cape May-Lewes Ferry (CMLF) and the Millville and Cape May Airports, are particularly interesting.

[Appendix D](#) has been reserved for DRBA’s 2025 Capital Improvement Program and Five Year (2025-2029) Strategic Plan, which identifies multi-year capital improvement projects.

For more information on DRBA planning activities, please contact Gregory G. Pawlowski, PE, Senior Project Engineer, via email at Gregory.Pawlowski@drba.net or by phone at (302) 571-6380.

26/504: New Jersey Transit Corporation

NJ TRANSIT maintains a series of ongoing programmatic planning efforts undertaken and advanced by in-house staff and supported by consultants, as required, to develop planning concepts, undertake proposals' analyses, and address issues and specific needs. The availability of resources, including funding and staff, and internal priorities regulate all work within these programs.

Planning work is undertaken within these programs on an ongoing basis, with specific efforts and initiatives advanced as required. Work products may include reports, plans, analyses, data, drawings, renderings, and other products and services, as required.

[Appendix E](#) is reserved for NJ TRANSIT's FY 2026 Transportation Planning Activities.

For more information on NJ TRANSIT planning activities, please contact Louis Millan, Senior Director - Capital Planning, via email at LMillan@njtransit.com or by phone at (973) 491-7760.

26/505: South Jersey Transportation Authority

SJTA's mission is to provide the traveling public with safe and efficient transportation through the acquisition, construction, maintenance, operation, and support of expressway, airport, transit, parking, and other transportation projects and services that support the economies of Atlantic, Camden, Cape May, Cumberland, Gloucester, and Salem Counties. SJTA owns and operates the Atlantic City Expressway for its 44.2 miles between Atlantic City and State Route 42 in Camden County, including fourteen interchanges with various state, county, and local roadways. SJTA is also responsible for maintaining and operating the Atlantic City Expressway Connector and parts of State Routes 30, 87, and 187 within Atlantic City. SJTA owns and operates the Atlantic City International Airport (ACY) in Atlantic County. At the same time, SJTA's Transportation Services Department operates several shuttle routes in Atlantic, Camden, and Gloucester Counties.

[Table 4](#) has been reserved for the projects included within SJTA's Capital Plan to be undertaken in FY 2026 and is intended to represent only the approximate total investment in FY 2026.

Table 4: SJTA Capital Plan, FY 2026

Project Type	Description	Value (in millions)		
		Atlantic	Camden/ Gloucester	Total
ACX Bridge & Tunnel Rehabilitation	State of Good Repair Rehab of Bridge & Tunnel Assets including Bridge Painting	\$5.00	\$6.50	\$11.50
ACX Roadway Rehabilitation & Improvements	State of Good Repair Roadway Resurfacing, Culvert Rehab, Drainage Improvements, and Infrastructure Upgrades	\$4.50	\$2.00	\$6.50
ACX Facility Improvements	Improvements to Expressway Maintenance Facilities, Service Areas, and State Police Barracks	\$1.50	\$1.50	\$3.00
ACX Widening MP 31.6 to MP 44.2	Widening of the Atlantic City Expressway from 4 lanes to 6 lanes from milepost 31.6 to milepost 44	\$-	\$145.00	\$145.00
ACX All Electronic Toll & ITS Improvements	All Electronic Toll and ITS Back Office Improvements	\$3.20	\$1.00	\$4.20
ACY Airfield Safety & Security	Airfield Safety & Security Upgrades Including Drainage, Electrical, Lighting, Markings, AOA Fence, Aprons, and Wildlife Management	\$4.50	\$-	\$4.50
ACY Terminal & Parking Facility Improvements	Terminal & Parking Facility Improvements Including HVAC, Roofing, Technology Upgrades, Loading Bridge Rehabilitation & Baggage Conveyor Rehabilitation	\$1.60	\$-	\$1.60
Taxway R Construction	Construction of new Taxiway R to service future development of ACY	\$35.00	\$-	\$35.00

For more information on SJTA's planning activities, please contact Dan Corrigan, Chief Engineer, via email at dcorrigan@sjta.com or by phone at (609) 965-6060.

26/506: Cross County Connection

Mission statement: Creating equitable, safe, and environmentally sustainable transportation options in South Jersey.

Vision Statement: To be the trusted resource empowering the South Jersey region to:

- Reduce pedestrian & bicyclist' crashes in all communities
- Improve air quality and reduce traffic congestion through the increased use of commute alternatives

- Create a culture that embraces safe public transit, walking, and biking as an everyday means of transportation for all

Cross County Connection is the designated Transportation Management Association (TMA) for the seven-county southern New Jersey region encompassing Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem. Cross County Connection addresses the region's mobility needs by fostering the implementation and use of sustainable transportation modes.

Cross County Connection, a non-profit organization, was formally incorporated in 1989 through the efforts of a group of southern New Jersey business leaders, local governments, and state agencies to address traffic congestion and improve air quality in the region.

Cross County Connection's programs and services encourage and facilitate the safe use of public transit, shuttle services, carpooling, vanpooling, bicycling, and walking. Additional services include public transit travel training, bicycling and walking safety programs, assistance with electric vehicle charging infrastructure and fleets, bicycle and pedestrian infrastructure planning, grant assistance, and more. Services are provided to county and local governments, the business community, federal, state, and regional transportation agencies, schools, social service organizations, and the general public.

Cross County Connection's work programs include projects with NJTPA, NJDOT, DVRPC, NJ TRANSIT, United Way of Gloucester County, United Way of Greater Philadelphia and Southern New Jersey, and others. These programs and projects include pedestrian safety audits, shuttle services, public transit travel training, complete streets demonstration projects, K-8 school pedestrian and bicycle safety curriculum, electric vehicle infrastructure assistance, and more. For more information, visit www.driveless.com.

For information on the Cross County Connection TMA's planning activities, please contact Ronda Urkowitz, P.P., AICP, Executive Director, via email at urkowitz@driveless.com or by phone at (856) 596-8228.

7. Financial Information

The accompanying budget tables provide details regarding SJTPO's anticipated expenses for the FY 2026 UPWP and how SJTPO intends to allocate the USDOT planning resources received. [Table 5a](#) provides an overview of how SJTPO will spend the FHWA planning resources for the FY 2026 UPWP and the additional resources from SJTPO's Continuing Task Order. While SJTPO had not initially reprogrammed unexpended balances available from federal project D00S(744) in the FY 2024 UPWP, the amendment now utilizes these resources to add [Task 26/403 Data Collection for](#)

[SJTDM Recalibration and Validation](#) to the Technical Program. Unexpended balances from federal project D00S901 in the FY 2025 UPWP (Task Order PL-SJ-25-01) will also be utilized to fund the new technical program task.

Revenues

Seven (7) separate revenue streams are supporting SJTPO's FY 2026 UPWP:

1. FHWA Statewide Metropolitan Planning (PL) funds, FY 2025 Planning (PL) Allocation
2. FHWA/FTA Consolidated Planning FY 2025 PL Flex from Section 5303 (PL) funds
3. Previous Unexpended Balances Reprogrammed
 - a. FY 2024 UPWP, Task Order PL-SJ-24-01 (D00S744)
 - b. FY 2025 UPWP, Task Order PL-SJ-25-01 (D00S901)
4. Increasing Safe and Accessible Transportation Options set-aside (Y410)
5. FHWA Highway Safety Improvement Program (HSIP) funds
6. Federal Surface Transportation Block Grant Program (STBGP-L5K) funds; and
7. Non-federal sources (local match).

Details on how the anticipated revenue sources will be applied to the FY 2026 work program are provided in [Table 6](#) and [Table 7](#).

Central Staff Work Program and Financial Administration activities are funded through FHWA Statewide Metropolitan Planning (PL) funds and FHWA Flexed FTA Section 5303 planning funds, which are collectively identified as FHWA-PL. The local match requirements are provided through the NJDOT "Soft Match" program.

In addition to the apportionment of PL funds made available to the MPOs, the current federal legislation requires each MPO to use at least 2.5 percent of its PL funds (Increasing Safe and Accessible Transportation Set-Aside) on specified planning activities to increase safe and accessible options for multiple travel modes for people of all ages and abilities. The suballocation to each MPO will be based on the number of counties each serves (i.e., 4/21 for SJTPO). For the FY 2026 UPWP, SJTPO's suballocation is \$82,990. This planning resource will be utilized to advance an additional consultant-led technical effort, specifically [Task 26/401 Advanced Feasibility/Concept Development -Atlantic County Bikeway West](#).

SJTPO will not leverage FHWA HSIP funding in the FY 2026 UPWP. Following the completion of [Task 23/406 Countywide Local Road Safety Plans](#), SJTPO intends to initiate design assistance services to take the identified safety improvements from planning into construction.

SJTPO does not anticipate using CMAQ funds as a federal funding stream within the FY 2026 UPWP. Like HSIP funding, SJTPO receives an annual suballocation of approximately \$1.9 million

in CMAQ funds and \$0.9 million in Carbon Reduction Program (CRP) funds. These funds are leveraged to fund SJTPO's competitive CMAQ/CRP program, for which new projects are selected for FFY 2025, 2026, and 2027. SJTPO currently has fully programmed its suballocation of CMAQ/CRP funds, selecting design and construction projects to advance for authorization. Ultimately, SJTPO has prioritized advancing locally-led regional projects over funding any potential CMAQ-funded consultant-led technical studies in the FY 2026 UPWP.

The Subregional Planning Work Programs are funded using the FHWA Surface Transportation Block Grant Program. In alternating years, SJTPO uses two different suballocations of the STBGP funds, including SJTPO's portion of the Atlantic City Urbanized Area (STBGP-AC) and those designated for areas with a population of less than 5,000 persons (STBGP-L5K). In FY 2026, the Subregional Planning Work Programs will be funded using the STBGP-L5K allocation, with the local match provided by the SJTPO counties. The SJTPO suballocation of the federal funds is displayed within the STIP (FFY 2024-2033) as Metropolitan Planning (DBNUM X30A). These funds are estimates with the suballocation of funds based upon the actual apportionment to New Jersey from FHWA and FTA.

In previous work programs, SJTPO used grant funds from the DHTS, but no such funding is anticipated within the FY 2026 UPWP. SJTPO is committed to continuing the same safety education and outreach program work. However, reimbursement of expenses will not be sought through DHTS. The DHTS grant funds did not include reimbursement of salaries, wages, or mileage reimbursement for general employee travel. The DHTS grant covered a small portion of equipment purchases and travel to professional development seminars and training. SJTPO has chosen not to seek DHTS funds but will continue collaborating with the Atlantic County Office of Highway Traffic Safety, which works with law enforcement agencies, schools, and public service organizations to develop highway traffic safety education and enforcement programs in Atlantic and Cape May Counties. Similar opportunities and collaboration are conducted in Cumberland and Salem Counties, not through the same countywide department.

Expenditures

The SJTPO budget for FY 2025 can be separated into four categories:

1. Central Staff Work Program (26/100), including Central Staff Salaries/Labor (26/101) and Operating/Direct Expenses (26/102);
2. Financial Administration (26/200), which includes Financial & Administrative Services (26/201);

3. Subregional Planning Work Programs Activities (26/300), which include pass-through funding for the Surface Transportation Block Grant Program (STBGP-L5K), subregional studies, and other subregional support studies and tasks for the four SJTPO counties; and
4. Technical Program (26/400), which accounts for central staff hours associated with Technical Program Management (Task 26/165) and may include the purchase of data, equipment, or services to be performed by consultants.

Mindful of the 270-day federal billing timeline from authorization, the budget associated with [Task 26/165 Technical Program Management](#) shall be charged to the federal project specific to the Technical Program. Under 2 CFR 200.332, any activities, including preparing the scope of work and related schedule, as well as other administrative management tasks associated with releasing RFPs, consultant selection, managing consultant-led studies, and reviewing invoices before payment, may be charged by the project manager once the project has been authorized. This practice will help ensure no excessive lag between authorization and first payment and avoid project inactivity. [Table 7](#) summarizes the USDOT funding sources and displays the budget attributed to [Task 26/165 Technical Program Management](#) under the Technical Program (26/400).

[Table 8](#) and [Table 9](#) provide a detailed breakdown of the budget for the Central Staff Work Program activities and tasks. A total of \$2,018,100 is anticipated to be expended for Central Staff Salaries/Labor and Operating/Direct Expenses. Descriptions of all central staff tasks are provided in [Section 2](#) of the document.

The budget for Central Staff Salaries/Labor includes SJTPO's current and anticipated staffing level, including the current eight (8) full-time and four (4) part-time employees, as well as the three (3) full-time vacancies. The budget also accounts for a seasonal intern.

Although individual employee salaries are not listed, the Central Staff Salaries (Task 26/101 Central Staff Salaries/Labor) budget provides for an annual 2.0 percent merit increase. All SJTPO salary increases are merit-based and considered annually at the end of the fiscal year. All increases are based on each employee's End of Year Performance Evaluation of Tasks & Performance Factors, with the final decision on increases made by the Executive Director. The use of the evaluation form was formally approved by the SJTPO Policy Board on May 26, 2015, through Resolution 1903-04. A standard employee evaluation protocol and a merit pool for salary increases are set at 2.0 percent.

In the calendar year 2024, SJTA initiated a salary compensation study to provide a holistic review of SJTA's salary range and the associated compensation of its employees. The final result of the study has not yet been delivered. While any potential increase for employees could be



considered over multiple years, SJTPO's budget accounts for a modest increase in this work program.

Table 5a: Funding Overview

amended 11/25/2025

			Budget
26/ 100	Central Staff Work Program		
26/ 101	Central Staff Salaries/Labor <i>excluding Task 25/165 Technical Program Management</i>	\$	1,759,000
26/ 102	Operating/Direct Expenses <i>excluding Task 25/165 Technical Program Management</i>	\$	259,100
			\$ 220,235
		<i>Subtotal Central Staff Work Program</i>	<i>\$ 2,018,100</i>
		<i>excluding Task 25/165 Technical Program Management</i>	<i>\$ 1,715,385</i>
26/ 200	Financial Administration		
26/ 201	Financial & Administrative Services	\$	71,500
		<i>Subtotal Financial Administration</i>	<i>\$ 71,500</i>
26/ 300	Subregional Planning Work Programs		
26/ 301	Atlantic County	\$	142,000
26/ 302	Cape May County	\$	55,000
26/ 303	Cumberland County	\$	105,000
26/ 304	Salem County	\$	43,000
		<i>Subtotal Subregional Planning Work Programs (80% Federal + 20% Local Match)</i>	<i>\$ 345,000</i>
26/ 400	Technical Program		
26/ 165	Technical Program Management	\$	302,715.00
26/ 401	Advanced Feasibility/Concept Development - Atlantic County Bikeway West (2-year)	FHWA PL	\$ 235,164
		FHWA PL Set-Aside	\$ 82,991
26/ 402	Freight Movement Analysis - Mill Road Corridor (2-year)	FHWA PL	\$ 100,000
26/ 403	Data Collection for SJTDM Recalibration and Validation (2-year)	FHWA PL	\$ 221,881
		<i>Subtotal Technical Program</i>	<i>\$ 942,751</i>
		FY 2026 Total Program (including Local Match)	\$ 3,074,636
		20% Local Match	\$ 69,000.00
		FY 2026 Total Programmed FHWA Resources (excluding Local Match)	\$ 3,005,636

Table 5b: Funding Overview for NJDOT Continuing Task Orders

last revised 3/3/2026

		Total Initial Budget	Expended to Date	Remaining Budget
23/ 406	Countywide Local Road Safety Plans	\$ 3,046,701.00	\$ 2,546,815.44	\$ 499,885.56
24/ 403	Regional Active Transportation Master Plan	\$ 224,589.00	\$ 82,095.27	\$ 142,493.73
24/ 404	Strategic Data Management Development	\$ 100,000.00	\$ -	\$ 100,000.00
24/ 405	Local Safety Program Design Assistance	\$ -	\$ -	\$ -
	3rd Street and Wheaton Avenue Traffic Calming and Pedestrian Safety Improvements	\$ 386,836.22	\$ 267,757.03	\$ 119,079.19
	High Street Pedestrian Safety Improvements	\$ 387,080.96	\$ 276,581.45	\$ 110,499.51
	East Avenue Pedestrian Safety Improvements	\$ 306,850.95	\$ 259,514.22	\$ 47,336.73
	Bridgeton Pedestrian Safety Improvements	\$ 416,952.47	\$ 375,069.91	\$ 41,882.56
25/ 401	Regional Pavement Condition Data Collection	\$ 417,694.00	\$ 358,203.47	\$ 59,490.53
25/ 402	South Jersey Travel Demand Model Recalibration	\$ 150,000.00	\$ -	\$ 150,000.00
25/ 403	Staff Augmentation	\$ 962,000.00	\$ 633,171.01	\$ 328,828.99
25/ 405	Complete Streets Technical Assistance Pilot	\$ 400,000.00	\$ 179,811.17	\$ 220,188.83
25/ 406	Signal Analytics Data	\$ 75,000.00	\$ 75,000.00	\$ -
		NJDOT Continuing Task Orders Total	\$ 5,054,018.97	\$ 1,819,685.63
		FY 2026 Total Program (including Local Match)		\$ 4,894,321.63
		FY 2026 Total Programmed FHWA Resources (excluding Local Match)		\$ 4,825,321.63



Table 6: Programmed USDOT Planning Resources

	<i>amended</i>	<i>11/25/2025</i>
		Budget
FHWA FY 2025 Planning (PL) Allocation		\$1,567,762
FHWA/FTA Consolidated Planning FY 2025 PL Flex from Section 5303		\$868,001
Previous Unexpended Balance Reprogrammed		
FY 2024 UPWP, Task Order PL-SJ-24-01 (D00S744)		\$212,281
FY 2025 UPWP, Task Order PL-SJ-25-01 (D00S901)		\$9,600
<i>Subtotal FHWA PL</i>	<i>\$2,657,644</i>	
<hr/>		
Increasing Safe and Accessible Transportation Options Set-Aside, Y410		
Current funds available		\$82,991
<i>Subtotal FHWA PL Set-Aside</i>	<i>\$82,991</i>	
<hr/>		
FHWA Highway Safety Improvement Program (HSIP) Funds		\$0
<i>Subtotal FHWA HSIP</i>	<i>\$0</i>	
<hr/>		
FHWA Congestion Mitigation and Air Quality Improvement Program (CMAQ)		\$0
<i>Subtotal FHWA CMAQ</i>	<i>\$0</i>	
<hr/>		
FHWA FY 2025 Surface Transportation Block Grant Program funds (STBGP-L5K)		\$265,000
<i>Subtotal STBGP non-urbanized</i>	<i>\$265,000</i>	
<hr/>		
<i>Total Federal Funds</i>	<i>\$3,005,635</i>	
<hr/>		
Subregional Planning Work Programs Local Match		\$69,000
<i>Total Local Match</i>	<i>\$69,000</i>	
<hr/>		
FY 2026 Total Program (including Local Match)		\$3,074,635
 20% Local Match		\$69,000
FY 2026 Total Programmed FHWA Resources		\$3,005,635
NJDOT Continuing Task Orders Remaining Budget Total		\$2,478,810.78
Grand Total (including 20% Local Match)		\$5,553,445.98
Grand Total (excluding 20% Local Match)		\$5,484,445.98

Table 7: USDOT Funding Source Summary

amended 11/25/2025

NO.	TASK	FHWA					Total Federal	Local Match	Total Program
		PL including Flexed FTA Section 5303	PL Set-Aside	HSIP	CMAQ	STBGP-L5K			
26/ 100 Central Staff Work Program									
26/	101 Central Staff Salaries/Labor	\$ 1,759,000	\$ -	\$ -	\$ -	\$ -	\$ 1,759,000	\$ -	\$ 1,759,000
	<i>excluding Task 25/165 Technical Program Management</i>	\$ 1,495,150					\$ 1,495,150		\$ 1,495,150
26/	102 Operating/Direct Expenses	\$ 259,100	\$ -	\$ -	\$ -	\$ -	\$ 259,100	\$ -	\$ 259,100
	<i>excluding Task 25/165 Technical Program Management</i>	\$ 220,235					\$ 220,235		\$ 220,235
	<i>Subtotal Central Staff Work Program</i>	\$ 2,018,100	\$ -	\$ -	\$ -	\$ -	\$ 2,018,100	\$ -	\$ 2,018,100
	<i>excluding Task 25/165 Technical Program Management</i>	\$ 1,715,385	\$ -	\$ -	\$ -	\$ -	\$ 1,715,385	\$ -	\$ 1,715,385
26/ 200 Financial Administration									
26/	201 Financial & Administrative Services	\$ 71,500	\$ -	\$ -	\$ -	\$ -	\$ 71,500	\$ -	\$ 71,500
	<i>Subtotal Financial Administration</i>	\$ 71,500	\$ -	\$ -	\$ -	\$ -	\$ 71,500	\$ -	\$ 71,500
26/ 300 Subregional Planning Work Programs									
						(80%)		(20%)	(100%)
26/	301 Atlantic County	\$ -	\$ -	\$ -	\$ -	\$ 113,600	\$ 113,600	\$ 28,400	\$ 142,000
26/	302 Cape May County	\$ 9,600	\$ -	\$ -	\$ -	\$ 34,400	\$ 44,000	\$ 11,000	\$ 55,000
26/	303 Cumberland County	\$ 1,400	\$ -	\$ -	\$ -	\$ 82,600	\$ 84,000	\$ 21,000	\$ 105,000
26/	304 Salem County	\$ -	\$ -	\$ -	\$ -	\$ 34,400	\$ 34,400	\$ 8,600	\$ 43,000
	<i>Subtotal Subregional Planning Work Programs</i>	\$ 11,000	\$ -	\$ -	\$ -	\$ 265,000	\$ 276,000	\$ 69,000	\$ 345,000
26/ 400 Technical Program									
26/	165 Technical Program Management	\$ 302,715	\$ -	\$ -	\$ -	\$ -	\$ 302,715	\$ -	\$ 302,715
26/	401 Advanced Feasibility/Concept Development - Atlantic County Bikeway West (2-year)	\$ 235,164	\$ -	\$ -	\$ -	\$ -	\$ 235,164	\$ -	\$ 235,164
		\$ -	\$ 82,991	\$ -	\$ -	\$ -	\$ 82,991	\$ -	\$ 82,991
26/	402 Freight Movement Analysis - Mill Road Corridor (2-year)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
26/	403 Data Collection for SJTDM Recalibration and Validation (2-year)	\$ 221,881	\$ -	\$ -	\$ -	\$ -	\$ 221,881	\$ -	\$ 221,881
	<i>Subtotal Technical Program</i>	\$ 859,760	\$ 82,991	\$ -	\$ -	\$ -	\$ 942,751	\$ -	\$ 942,751
	FY 2026 Total Program	\$ 2,657,645	\$ 82,991	\$ -	\$ -	\$ 265,000	\$ 3,005,636	\$ 69,000	\$ 3,074,636
	NJDOT Continuing Task Orders Total Initial Budget	\$ 2,089,947	\$ 239,336	\$ 4,544,422	\$ -	\$ -	\$ 6,873,705	\$ -	\$ 6,873,705
	Grand Total	\$ 4,747,592	\$ 322,327	\$ 4,544,422	\$ -	\$ 265,000	\$ 9,879,341	\$ 69,000	\$ 9,948,341 **

* FY 2026 Total Programmed FHWA Resources (excluding Local Match)

** FY 2026 Total Program (including Local Match)

Table 8: Central Staff Work Program, Breakdown of Estimated Costs by Task

				<i>amended</i>	<i>11/25/2025</i>
NO.	TASK	TASK RATIO	Central Staff Work Program Task 26/100	Salaries/Labor Task 26/101	Operating/Direct Expenses Task 26/102
26/ 110 Transportation Planning					
26/ 111	Performance Based Planning	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
26/ 112	Complete Streets Planning	3.00%	\$ 60,543	\$ 52,770	\$ 7,773
26/ 113	Transit/Human Services Planning	1.50%	\$ 30,272	\$ 26,385	\$ 3,887
26/ 114	Regional Transportation Plan (RTP) Development	3.50%	\$ 70,634	\$ 61,565	\$ 9,069
26/ 115	Transportation Safety Planning	5.00%	\$ 100,905	\$ 87,950	\$ 12,955
26/ 116	Congestion Management & Relief Planning	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
26/ 117	Freight Planning	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
26/ 118	Economic Development & Tourism	1.00%	\$ 20,181	\$ 17,590	\$ 2,591
26/ 119	Resiliency & Reliability Planning	1.00%	\$ 20,181	\$ 17,590	\$ 2,591
26/ 120	Intelligent Transportation Systems Planning	0.75%	\$ 15,136	\$ 13,193	\$ 1,943
26/ 121	Environmental & Air Quality Planning	2.50%	\$ 50,453	\$ 43,975	\$ 6,478
26/ 122	Regional Coordination & Collaboration	4.25%	\$ 85,769	\$ 74,758	\$ 11,012
<i>Subtotal Transportation Planning</i>			\$ 575,159	\$ 501,315	\$ 73,844
26/ 130 Capital Programming & Project Development					
26/ 131	Transportation Improvement Program (TIP)	4.00%	\$ 80,724	\$ 70,360	\$ 10,364
25/ 132	Local Project Development	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
<i>Subtotal Capital Programming & Project Development</i>			\$ 121,086	\$ 105,540	\$ 15,546
26/ 140 Safety Education					
26/ 141	Safety Education Programs	3.50%	\$ 70,634	\$ 61,565	\$ 9,069
26/ 142	Safety Education Coordination & Collaboration	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
<i>Subtotal Safety Education</i>			\$ 110,996	\$ 96,745	\$ 14,251
26/ 150 Public Outreach					
26/ 151	Public Engagement & Communication	10.00%	\$ 201,810	\$ 175,900	\$ 25,910
26/ 152	Title VI & Public Health	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
<i>Subtotal Public Outreach</i>			\$ 242,172	\$ 211,080	\$ 31,092
26/ 160 Program Management					
26/ 161	Administration & Internal Management	18.00%	\$ 363,258	\$ 316,620	\$ 46,638
26/ 162	Board & Committee Support	10.00%	\$ 201,810	\$ 175,900	\$ 25,910
26/ 163	Unified Planning Work Program	3.00%	\$ 60,543	\$ 52,770	\$ 7,773
26/ 164	Subregional Planning Work Program Management	2.00%	\$ 40,362	\$ 35,180	\$ 5,182
26/ 165	Technical Program Management	15.00%	\$ 302,715	\$ 263,850	\$ 38,865
<i>Subtotal Program Management</i>			\$ 968,688	\$ 844,320	\$ 124,368
Central Staff Work Program Grand Total			100%	\$ 2,018,100	\$ 1,759,000
					\$ 259,100



Table 9: Central Staff Work Program, Operating/Direct Expenses Breakdown by Category

amended 11/25/2025

LINE ITEM	CATEGORY	BUDGET
51020	Travel O/N: Trans & Lodge <i>Lodging & Meals</i>	\$ 7,000
51025	Travel (Day Only) <i>Mileage</i>	\$ 11,000
51035	Tuition Reimbursement	\$ 11,000 * *
51200	Training & Conferences <i>Professional Development</i>	\$ 17,000
51205	Certifications & Licenses <i>Association Dues</i>	\$ 5,000
52000	Office Supplies	\$ 5,500
52005	Printing	\$ 1,500
52010	Postage, Delivery & Notices	\$ 2,000
52022	Water: Bottled	\$ 600
52100	Advertising <i>Ads & Promotion - Legal Notices</i>	\$ 6,000
52105	Promotions/Events, Awards	\$ 2,000
52115	Publications & Subscriptions	\$ 1,500
52205	Software & Subscriptions	\$ 17,000
53309	Telephone (SJTPO)	\$ 4,000
53310	Internet, Cable & Phone	\$ 3,000
54001	Janitorial Services & Supplies	\$ 15,000
54015	Small Equipment/Parts/Accessories <i>New Equipment</i>	\$ 22,000
54231	Office & Equipment Rent	\$ 3,000
55000	Equipment Repair & Maintenance <i>Phone Maintenance</i>	\$ 5,000
55025	Buildings Repairs & Maintenance <i>Office Rent</i>	\$ 70,000 *
57000	Legal:Other	\$ 15,000
57014	Consulting: Other Professional <i>IT Consulting</i>	\$ 10,000
57016	Contracted & Professional Misc <i>Consultant Support (Translation, website)</i>	\$ 15,000
57090	Supportive Tasks - to SJTPO System Support Contracts (ESRI, Bentley, etc.)	\$ 10,000
Central Staff Work Program Operating/ Direct Expenses Grand Total		\$ 259,100

* Utilities are included in Office Rent, with new Office Lease (2023)

* * Compensation in the form of tuition is limited to the tax-free amount allowed per section 127 of the Internal Revenue Code, as amended

Table 10: Subregional Planning Work Program, Funding Summary

amended 11/25/2025

26/ 300 Subregional Planning Work Progr:	Task				Total	(80%) Federal Share *	(20%) Local Share
	I	II	III				
26/ 301 Atlantic County	\$ 14,000	\$ 57,000	\$ 71,000	\$ 142,000	\$ 113,600	\$ 28,400	
26/ 302 Cape May County	\$ 4,200	\$ 38,800	\$ 12,000	\$ 55,000	\$ 44,000	\$ 11,000	
26/ 303 Cumberland County	\$ 6,250	\$ 17,500	\$ 81,250	\$ 105,000	\$ 84,000	\$ 21,000	
26/ 304 Salem County	\$ 3,000	\$ 10,000	\$ 30,000	\$ 43,000	\$ 34,400	\$ 8,600	
Subregional Planning Work Programs Grand Total	\$ 27,450	\$ 123,300	\$ 194,250	\$ 345,000	\$ 276,000	\$ 69,000	

Task III Breakdown						
	Staff	Consultant ⁺	Capital Purchase	Total		
26/ 301 Atlantic County	\$ 71,000	\$ -	\$ -	\$ 71,000		
26/ 302 Cape May County	\$ 12,000	\$ -	\$ -	\$ 12,000		
26/ 303 Cumberland County	\$ 16,250	\$ 65,000	\$ -	\$ 81,250		
26/ 304 Salem County	\$ 6,000	\$ 24,000	\$ -	\$ 30,000		

Task III Projects

- Atlantic County: Fire Road (CR 651) Traffic Improvement Study

- Cape May County: Non-motorized Transportation Network Improvements

- Cumberland County: Schematic Design of Cohansey Green Corridor

- Salem County: Roadway and Intersection Improvement Analysis

Note:

- * Representing 80% of total county subregional budget; 20% Local Match required
- + Amounts shown represent the maximum funding that can be allocated to a consultant (80% Task III Budget); actual consultant participation and funding level may be less

Table 11: NJDOT Continuing Task Orders

NO. TASK	FHWA					Total Initial Budget	Expended to Date	Remaining Budget
	PL	PL Set-Aside	HSIP	CMAQ	STBGP			
23/ 406 Countywide Local Road Safety Plans		\$ -	\$ 3,046,701.00	\$ -	\$ -	\$ 3,046,701.00	\$ 2,546,815.44	\$ 499,885.56
24/ 403 Regional Active Transportation Master Plan	\$ 66,617.00	\$ 157,972.00	\$ -	\$ -	\$ -	\$ 224,589.00	\$ 82,095.27	\$ 142,493.73
24/ 404 Strategic Data Management Development	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00
24/ 405 Local Safety Program Design Assistance 3rd Street and Wheaton Avenue Traffic Calming and Pedestrian Safety Improvements	\$ -	\$ -	\$ 386,836.22	\$ -	\$ -	\$ 386,836.22	\$ 267,757.03	\$ 119,079.19
High Street Pedestrian Safety Improvements	\$ -	\$ -	\$ 387,080.96	\$ -	\$ -	\$ 387,080.96	\$ 276,581.45	\$ 110,499.51
East Avenue Pedestrian Safety Improvements	\$ -	\$ -	\$ 306,850.95	\$ -	\$ -	\$ 306,850.95	\$ 259,514.22	\$ 47,336.73
Bridgeton Pedestrian Safety Improvements	\$ -	\$ -	\$ 416,952.47	\$ -	\$ -	\$ 416,952.47	\$ 375,069.91	\$ 41,882.56
25/ 401 Regional Pavement Condition Data Collection	\$ 417,694.00	\$ -	\$ -	\$ -	\$ -	\$ 417,694.00	\$ 358,203.47	\$ 59,490.53
25/ 402 South Jersey Travel Demand Model Recalibration	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ 150,000.00	\$ -	\$ 150,000.00
25/ 403 Staff Augmentation	\$ 962,000.00	\$ -	\$ -	\$ -	\$ -	\$ 962,000.00	\$ 633,171.01	\$ 328,828.99
25/ 405 Complete Streets Technical Assistance Pilot	\$ 318,636.00	\$ 81,364.00	\$ -	\$ -	\$ -	\$ 400,000.00	\$ 179,811.17	\$ 220,188.83
25/ 406 Signal Analytics Data	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00	\$ 75,000.00	\$ -
NJDOT Continuing Task Order Total	\$ 2,089,947.00	\$ 239,336.00	\$ 4,544,421.60	\$ -	\$ -	\$ 6,873,704.60	\$ 5,054,018.97	\$ 1,819,685.63

last revised 3/3/2026

NO. TASK	Task Order Number	Federal Project	Job Number	Source	Period of Performance	
23/ 406 Countywide Local Road Safety Plans	PL-SJ-23-02	HSIP-D00S(677)	2207580	100% HSIP	12/31/2026	
24/ 403 Regional Active Transportation Master Plan	PL-SJ-24-01	Y450D00S(746)	2207702	FHWA-PL(23) / FHWA-PL(22) set	12/31/2026	
24/ 404 Strategic Data Management Development	PL-SJ-24-01	Y450D00S(746)	2207702	FHWA-PL(23) / FHWA-PL(22) set	6/30/2025	Project canceled
24/ 405 3rd Street and Wheaton Avenue Traffic Calming and Pedestrian Safety Improvements	PL-SJ-24-02	D00S817	6010370	100% HSIP	12/31/2027	
24/ 405 High Street Pedestrian Safety Improvements	PL-SJ-24-03	1010304	6010371	100% HSIP	12/31/2027	
24/ 405 East Avenue Pedestrian Safety Improvements	PL-SJ-24-04	1025303	6014453	100% HSIP	12/31/2027	
24/ 405 Bridgeton Pedestrian Safety Improvements	PL-SJ-24-05	0552335	6001344	100% HSIP	12/31/2027	
25/ 401 Regional Pavement Condition Data Collection	PL-SJ-25-01	Y450D00S(903) Y240D00S(903)	2207832	FHWA-PL STBGP	6/30/2027	
25/ 402 South Jersey Travel Demand Model Recalibration	PL-SJ-25-01	Y450D00S(903) Y240D00S(903)	2207832	FHWA-PL STBGP	6/30/2026	Project canceled
25/ 403 Staff Augmentation	PL-SJ-25-01	Y450D00S(903) Y240D00S(903)	2207832	FHWA-PL STBGP	6/30/2026	
25/ 405 Complete Streets Technical Assistance Pilot	PL-SJ-25-01	Y450D00S(903) Y240D00S(903) Y410D00S(903)	2207832	FHWA-PL STBGP Safe Access PL	6/30/2026	
25/ 406 Signal Analytics Data	PL-SJ-25-01	Y450D00S(903) Y240D00S(903)	2207832	FHWA-PL STBGP	6/30/2026	

Appendix A. Continuing Task Orders

SJTPO's FY 2024 UPWP included funding for four (4) two-year technical studies with continuing task orders in SJTPO's FY 2025 UPWP. These technical studies include [Task 24/403 Regional Active Transportation Master Plan](#), [Task 24/405 Local Safety Program Design Assistance](#), and [Task 24/406 Air Quality Technical Assistance](#). Four separate task orders are associated with [Task 24/405 Local Safety Program Design Assistance](#) from the FY 2024 UPWP, as the effort is funded using the federal Highway Safety Improvement Program (HSIP) and authorized outside of the traditional UPWP task order. [Task 24/404 Strategic Data Management Development](#) was canceled due to limited SJTPO staff resources.

In addition to the FY 2024 UPWP work, [Task 23/406 Countywide Local Road Safety Plans](#) is ongoing from the FY 2023 UPWP.

SJTPO's six (6) technical efforts were initiated in FY 2025, with five (5) having work that will continue. These efforts include [Task 25/401 Regional Pavement Condition Data Collection](#), [Task 25/403 Staff Augmentation](#), [Task 25/405 Complete Streets Technical Assistance Pilot](#), and [Task 25/406 Signal Analytics Data](#). [Task 25/402 South Jersey Travel Demand Model Recalibration](#) was canceled as it was determined that an initial data collection effort was needed before this project could advance.

[Table 11](#) provides an overview of how SJTPO will spend the unexpended funds, each task order associated with the tasks, and the respective period of performance dates. A description of each technical study is provided below.

23/406: Countywide Local Road Safety Plans

FHWA recognizes Local Road Safety Plans as one of its 28 [Proven Safety Countermeasures](#). According to FHWA, "a local road safety plan (LRSP) provides a framework for identifying, analyzing, and prioritizing roadway safety improvements on local roads. The LRSP development process and content are tailored to local issues and needs. The process results in a prioritized list of issues, risks, actions, and improvements that can be used to reduce fatalities and serious injuries on local roads."

In 2020, New Jersey updated its statewide [Strategic Highway Safety Plan \(SHSP\)](#) through a collaborative process, including state, regional, and local partners, the public, private, and non-profit sectors from north, central, and southern New Jersey. The resulting plan assesses crash activity in New Jersey and prioritizes issues into emphasis areas, goals, strategies, and actions. Teams will be put in place to advance action items in those areas. To support the statewide SHSP

and implement its strategies at the local level, NJDOT requested that MPOs work with counties to advance local road safety plans as appropriate.

This technical study will develop four countywide local road safety plans that address the safety issues identified in Atlantic, Cape May, Cumberland, and Salem Counties. This will include 68 municipalities within the SJTPO region. The effort mirrors the state SHSP and guidance from FHWA and other countrywide efforts. The effort will focus on convening a many and various group of stakeholders. These stakeholders will represent each county's public, private, and non-profit partners, including urban, suburban, and rural areas at the regional, county, and municipal levels. Activities will include data analyses, workshops, coordination, and identifying prioritized safety issues, risks, and appropriate actions and improvements for each county.

This technical study's efforts will be funded using resources allocated from the Statewide Program, Highway Safety Improvement Program, database number (DBNUM) 09388. The Statewide Program specifically references that the Local Safety Plan will provide the MPOs with resources to develop Local Safety Plans for their subregions, as described within the STIP.

Project Update:

An RFP was released on January 26, 2022, with Greenman-Pedersen, Inc. (GPI) selected at the May 2022 Policy Board meeting to complete this study in association with Jacobs, Urban Engineers, FHI Studio (DBE), and TechniQuest (DBE/ESBE). A Notice to Proceed was issued on September 21, 2022, with a kick-off meeting held on October 11, 2022. Four separate plans have been developed for each county, with final Countywide Local Road Safety Plans posted online (www.saferoadssouthjersey.com/). A third year of the project for plan implementation will run through December 2026.

Funding for this effort is available through PL-SJ-22-01, using resources allocated from the Statewide Program, Highway Safety Improvement Program, database number (DBNUM) 09388. The Period of Performance for Task Order PL-SJ-23-02 was extended through December 31, 2026.

Funding: \$3,046,701 (FHWA-HSIP)
 \$,2546,815.44 Expended to Date, billed through 12/31/2025

Project Manager: ~~Alan Huff~~ Jenna Monnaghan

24/403: Regional Active Transportation Master Plan (2-year study)

An effective active transportation system is an important element for many of the goals of SJTPO's long-range regional transportation plan, *RTP 2050*. Most notably, the first goal is to "promote accessibility and mobility for the movement of people and goods" in the region. The active transportation system is also an essential element in "increas[ing] and ehanc[ing] opportunities for travel and tourism," another core goal in *RTP 2050*. Further, SJTPO, NJDOT, and New Jersey's other MPOs have been working to improve fair access to the transportation network and opportunities in the region, for which active transportation is critical.

In 2019, SJTPO developed the South Jersey Trails Communications Plan, which engaged the public regarding a regional trails system, established a brand in the region, and identified some first steps in advancing such a system. Among these steps were developing a master plan, a regional committee, a counting program, and the advancement of select high-priority projects to fill network gaps. Those priority projects have been advanced through studies engaged since that time.

In September 2022, SJTPO began the Countywide Local Road Safety Plan process. In addition to significantly improving regional focus on safety, the Countywide Local Road Safety Plan includes a considerable data collection effort, which involves inventorying sidewalks, crosswalks, and pedestrian crossings on county and municipal roadways. The effort also contains data points useful in determining traffic stress for bicyclists.

This effort will build upon these activities and advance steps identified in the South Jersey Trails Communication Plan. The effort will include the development of a Regional Active Transportation Committee. The committee will help guide many activities, including identifying a rational trails network. The committee (RATC) is intended to serve as a standing committee for SJTPO. The Active Transportation Master Plan would incorporate sidewalks, crosswalks, trails, and other data to identify the existing network and gaps, highlighting the most critical gaps to advance projects that would improve connectivity. It would also determine a Level of Traffic Stress for each roadway based on the available data, including the Countywide Local Safety Action Plan effort. This will also include identifying priority locations for projects that would reduce Traffic Stress. The effort will bolster SJTPO's Project Selection Criteria related to Complete Streets. All work will be evaluated, with recommendations to be developed based on fair analyses of the region. The effort is also intended to provide the basis for a unified bicycle and pedestrian count program by purchasing permanent and portable counters that will meet current standards.

Project Update:

A Request for Proposal (RFP) was anticipated to be released in July 2023, but was delayed due to limited staff resources. The Program Manager of Safety Initiatives & Complete Streets was expected to be the project manager. With the position filled, the RFP was released on January 30, 2025, with the selection of Michael Baker, International, Inc., in association with WSP and Drive Engineering approved by the Policy Board in May 2025. The project kicked off in early June 2025 is anticipated to be completed within 12-18 months.

The Period of Performance for Task Order PL-SJ-24-01 was extended through June 30, 2026.

Funding: \$66,617 (FHWA-PL) / \$157,972 (FHWA-PL Set-Aside) \$224,589 Total
 \$82,095.27 Expended to Date, billed through 12/31/2025

Project Manager: ~~Jacob Cummings~~ Jennifer Marandino

24/404: Strategic Data Management Development (2-year)

One of the primary roles that SJTPO serves is as a technical resource for its subregional partners, including Atlantic, Cape May, Cumberland, and Salem Counties. SJTPO collects, manages, and utilizes large amounts of data in this role through various methods, including technical studies. This data is mainly used to inform the MPO planning processes, make decisions that advance federal performance measures, and guide local project development, all of which further goals outlined in the RTP.

Because data is becoming larger and more complex, SJTPO seeks to evaluate its internal and external data management and applications of data. This effort would assess SJTPO’s needs in managing data and developing a strategic data application to advance regional objectives. The initial work will seek to answer questions such as “Who uses the data, which systems, how it is used, and to what extent?”; “What obstacles exist to updating the data, and how can they be addressed to ensure updates occur and would reduce frequent data recollection?”; “Are there more efficient ways to manage the data that will allow staff and external users to access and use the data for their individual needs easily?” This study will also assess the gaps in SJTPO’s current data repository and recommend how to fill those gaps.

After evaluating needs and existing practices, the effort will recommend appropriate platform(s) to meet user needs and advance tools to utilize data for public outreach and other planning applications. For example, how can different types of data complement each other, making them more robust? For instance, how can volume data be combined with pavement data to help

project future conditions? Based on the recommendations of this effort, SJTPO acknowledges that future work will be required to build out systems fully.

Project Update:

A Request for Proposal (RFP) was initially anticipated to be released in July 2023, but has been delayed until 2024 due to limited staff resources. The Program Manager of Capital Programming & Project Development was expected to be the project manager. While the position was filled in mid-April, SJTPO has determined that it is not feasible to advance this technical study in FY 2024/2025. As such, the project has been canceled.

The Period of Performance for this effort in Task Order PL-SJ-24-01 is June 30, 2025.

Funding: \$100,000 (FHWA-PL) *canceled*

Project Manager: Program Manager – Capital Programming & Project Development

24/405: Local Safety Program Design Assistance (4-year study)

SJTPO works with its subregional partners to develop infrastructure projects through SJTPO's Local Safety Program. Through this program, millions of dollars in HSIP funding is dedicated to yearly projects that aim to reduce serious injury and fatal crashes in the SJTPO region. While some projects are fully developed and seeking authorization for construction funding, others are in earlier stages of the project delivery process and require additional assistance to seek construction funding.

Projects selected for HSIP funding through the Local Safety Program selection process will be eligible for assistance through this effort. The technical study intends to assist subregional partners in preparing construction plans, specifications, and estimates (PS&E) for safety improvement projects selected under SJTPO's Local Safety Program. The consultant work for these projects will be co-managed by SJTPO and the subregions.

In 2021, SJTPO completed the Cumberland County Bicycle and Pedestrian Safety Action Plan. This effort followed a data-driven approach to identifying the top bicycle and pedestrian crashes in Cumberland County and identifying proven countermeasures to address safety issues at these locations. The Local Safety Design Assistance effort will advance the projects identified, developed, and approved for HSIP funding through the Preliminary Engineering and Final Design (FD) phases of the project delivery process.

The PS&E for each project shall be developed in coordination with SJTPO and the appropriate subregional partners and reviewed by NJDOT and, where applicable, FHWA. The consultants shall provide professional design and permitting services to prepare PS&Es. In addition, consultant support services may be required with design-related questions during construction. The consultant will prepare the engineering plans, specifications, and estimates on the project design-related technical study.

This technical study's efforts will be funded using resources allocated from SJTPO's Local Safety/High-Risk Rural Roads Program line item, database number (DBNUM) 04314. The HSIP funding will further supplement the Technical Program described above.

Project Update:

An RFP was released on May 2, 2023, with Urban Engineers, Inc. selected at the July 2023 Policy Board meeting to complete this study in association with T&M Associates, Richard Grubb & Associates, Inc. (DBE), Imperial Traffic & Data Collection (DBE), KMA Consulting Engineers, Inc. A Notice to Proceed was issued for Preliminary Engineering services on November 20, 2023, with a kick-off meeting held on December 15, 2023.

While Preliminary Engineering design is progressing for each project location, additional time is needed to conduct public outreach and complete the Categorical Exclusion Documentation before moving into Final Design Services. As such, a No Cost Time Extension is necessary through December 31, 2027, to match the Period of Performance date associated with each Task Order Agreement.

Four separate task orders (PL-SJ-23-02, PL-SJ-23-03, PL-SJ-23-04, and PL-SJ-23-05) are associated with a consultant-led effort. Each uses resources allocated from SJTPO's Local Safety/High-Risk Rural Roads Program, database number (DBNUM) 04314. The initial task orders authorize funds for Preliminary Engineering Design services. Each task order will be modified to add funds to Final Design services upon completion of each Preliminary Engineering Design phase of work.

Funding: \$1,497,720.60 (FHWA-HSIP)
 \$1,178,922.61 Expended to Date, billed through 01/02/2026

Project Manager: ~~Alan Huff~~ Jennifer Marandino

25/401: Regional Pavement Condition Data Collection

FHWA's Every Day Counts (EDC) "Pavement Preservation" initiative was included in EDC Round 4. While the EDC Round dates to 2017-2018, the concept of applying a pavement preservation

treatment “at the right time (when), on the right project (where), with quality materials and construction (how)” is a critical component for enhancing the performance of our roadway system. Having good and timely data about the pavement condition is imperative. This information is an extremely valuable resource when selecting roadways for resurfacing projects and pavement lifecycle analysis.

In two different consultant-led efforts, in FY 2018 (City of Vineland Pilot) and FY 2019 (Regional Pavement Data Collection), SJTPO collected right-of-way imagery to access pavement condition data along a total of approximately 1,470 miles of County-owned roadways in addition to 260 miles of municipal roads in the City of Vineland. Additional point and line inventory of sidewalks, ADA ramps, guardrails, inlets, and manhole features were also included in the post-processing. The final deliverable included pavement data in the form of IRI (International Roughness Index) in a geodatabase format, along with the underlying pavement distress data, ROW imagery, and other noted asset inventory.

SJTPO subregional partners have expressed interest in reaccessing pavement condition data, which is more than five years old. For the current effort, SJTPO anticipates collecting data on approximately 2,100 miles of roadway to minimally include all county-owned roadways in the region and municipal roadways in Atlantic City and the City of Vineland. This breaks down to approximately 370 county-jurisdictional miles in Atlantic, 210 miles in Cape May, 535 in Cumberland, and 355 miles in Salem; 88 municipal miles in Atlantic City, 250 miles in the City of Vineland, and 285 other municipal-owned roadways in the region. Additional asset inventory, as collected previously as part of the FY 2018/2019 efforts, should be considered, but should not duplicate the data inventory completed as part of SJTPO’s Countywide Local Road Safety Plan effort. This consultant-led effort should investigate how the local public agencies might consider keeping their pavement condition data current in more reasonable timeframes.

Project Update:

An RFP was released on February 15, 2024. At the May 2024 Policy Board meeting, Michael Baker International, Inc., in association with TechniQuest Corporation (SBE/DBE), was selected to complete this effort. A Notice to Proceed was issued on July 1, 2024, with a kick-off meeting held in early July. The Pavement Condition Data Collection tasks (Tasks 1 and 2) were initially approved by SJTPO’s Policy Board, with Data Integration (Task 4), and the Pavement Management System Implementation and Analysis and Pavement Management Software Subscription (Task 5) approved in March 2025. Ancillary Data Collection (Task 3) shall be considered later after further discussions with subregional partners are had and additional budget is available.

The Period of Performance for this effort in Task Order PL-SJ-25-01 has been extended through June 30, 2026.

Funding: \$417,694 (FHWA-PL)
\$358,203.47 Expended to Date, billed through 11/12/2025

Project Manager: ~~Jacob Cummings~~ Alice Gibson

25/402: South Jersey Travel Demand Model Recalibration (2-year study)

The South Jersey Travel Demand Model (SJTDM) is the primary tool used for SJTPO's Air Quality Conformity process, which was last validated and calibrated in FY 2015 to 2013 traffic conditions. Conformity regulations require that the model be validated to a base year no more than ten years before the first horizon year. As such, if the first horizon year for the conformity analysis is 2026, the travel demand model must, at a minimum, be validated to 2016 traffic conditions, if not later.

The model recalibration effort will require collecting traffic counts and possibly adjusting model algorithms embedded within the SJTDM. As part of this effort, other improvements may include adjustments to the recreational trip module, updated roadway functional classifications, and adjustments to the Traffic Analysis Zones (TAZs) structure and boundaries to align more closely with the Census Block Groups from the 2020 Census.

Project Update:

An RFP is anticipated to be released in mid-December 2024, with responses received in late January 2025. After extensive review and comprehensive internal discussions, SJTPO decided not to proceed with the project as proposed. The discussions revealed significant gaps in necessary data (ex., Household Travel Survey) that were not anticipated in the initial RFP. The delay in obtaining this and other crucial data significantly impacts the capacity to effectively carry out the recalibration. While the initial

decision was made to temporarily defer the release and execution of this technical study, it has since been decided to be canceled. The recalibration effort will follow the data collection effort, with a revised scope allowing SJTPO to proceed with updating and recalibrating the regional travel demand model in accordance with federal regulations. As such, the project has been canceled.

Funding: \$150,000 (FHWA-PL) *canceled*

Project Manager: David Heller

25/403: Staff Augmentation

Recent staff turnover and several unsuccessful attempts to fill vacant positions have reduced SJTPO's capacity. With vacancies in three crucial positions, SJTPO anticipates challenges in accomplishing the proposed activities and products in the FY 2025 UPWP. Staff augmentation through consultant support is proposed to ensure the work is completed as documented.

Consultant support is requested for the three vacant positions: a Program Manager and Assistant Planner under Capital Programming & Project Development and a Principal Planner under the Regional Planning & System Performance program area. The exact scope of work is to be defined in consultation with the selected consultant. However, key tasks include the following:

- Task 25/113 Transit/Human Services Planning
- Task 25/119 Resiliency & Reliability Planning
- Task 25/120 Intelligent Transportation Systems Planning
- Task 25/131 Transportation Improvement Program (TIP)
- Task 25/132 Local Project Development

Project Update:

An RFP for this consultant effort was released on August 22, 2024, with WSP USA Inc., in association with Radin Consulting (DBE), selected at the November 2024 Policy Board meeting. A Notice to Proceed was issued on November 26, 2024, with a kick-off meeting held on December 4, 2024.

The initial Period of Performance for this effort in Task Order PL-SJ-25-01 was June 30, 2025, but was extended June 30, 2026. The initial scope of work was expanded to provide Freight Planning support under Task 25/117 and to continue work related to Transit/Human Services Planning, ultimately delivering four separate Coordinated Human Services Transportation Plan (Access for All Transit Plan) by March 2026.

Funding: \$962,000 (FHWA-PL)
 \$633,171.01 *Expended to Date, billed through 01/31/2026*

Project Manager: Jennifer Marandino

25/405: Complete Streets Technical Assistance Program Pilot (2-year)

This effort will be modeled on NJTPA's Complete Streets Technical Assistance Program. The allocated budget will allow SJTPO to support its subregions in implementing complete streets

initiatives. Funding will be passed through to Rutgers, Bloustein School of Planning and Public Policy, which will work in partnership with the New Jersey Bicycle and Pedestrian Resource Center at VTC Rutgers and CCCTMA.

With only 24 of the 68 municipalities in the SJTPO region having a Complete Streets Policy, there is a need to provide education and technical assistance to communities unfamiliar with its benefits. The program will also aid communities that wish to advance and implement projects that balance the needs of drivers, pedestrians, bicyclists, transit riders, emergency responders, and goods movement based on local context. A portion of the requested funds will be used to purchase items for a Complete Streets Demonstration Library. The materials will be loaned to local public agencies and other partners to implement temporary demonstration projects on and adjacent to publicly accessible roads and other transportation facilities.

The funding represents the budget for the entire two-year expected pilot duration.

Project Update:

The official Notice to Proceed for this effort was issued on October 31, 2024, with a kick-off meeting held on November 7, 2024. Three municipalities were selected to receive technical assistance after completing the competitive selection applications. The Borough of Buena and Egg Harbor City, both in Atlantic County, will receive Complete and Green Streets for All Policy Guidance, and Pennsville Township, Salem County, will receive a Bicycle Corridor or Network Plan, along with a demonstration project. The pilot is expected to finish in March 2026.

Funding: \$318,636 (FHWA-PL) / \$81,364 (FHWA PL Set-Aside) \$395,000 Total
\$179,811.17 Expended to Date, billed through 12/31/2025

Project Manager: ~~Jacob Cummings~~ Jennifer Marandino

25/406: Signal Analytics Data (2-year)

As a member of the Eastern Transportation Coalition, through its relationship with NJDOT, SJTPO has access to the INRIX data suite and the ability to purchase additional data platforms, such as Signal Analytics. The cloud-based data provides access to systemwide traffic signal metrics without investing in physical equipment.

Through Task 22/401 Automated Traffic Signal Performance Feasibility and Deployment, an initial purchase of Signal Analytics data was made, with a contract period of March 1, 2022, through February 2, 2023. A second-year purchase and access to the data were made through February 28, 2024. Most recently, SJTPO executed a Second Amendment to the Agreement with the

University of Maryland, College Park, extending the Period of Performance to December 31, 2024, for no additional fee.

This task will fund the purchase of two additional years of INRIX Signal Analytics data, which will continue to be utilized by SJTPO and subregional partners to analyze traffic signal metrics at select signalized intersections within the SJTPO region. Access to the Signal Analytics data will be through December 31, 2026, two years from the end of the current Period of Performance (December 31, 2024).

Eighty-eight signalized intersections are being monitored and analyzed to support congestion management planning efforts.

Project Update:

A new Memorandum of Understanding related to the purchase of additional Signal analytics Data from the University of Maryland/INRIX has been fully executed. The University will issue a Purchase Order with INRIX, and SJTPO will issue a Purchase Order with the University in January 2025. SJTPO will be invoiced for the data purchase in January 2025, with a one-time administrative fee included. The second year of data will be invoiced in January 2026, with access to the data through December 31, 2026.

Funding: \$75,000 (FHWA-PL)
 \$75,000 Expended to Date, billed through 12/31/2026

Project Manager: Kent Schellinger



Appendix B. FHWA/FTA/NJDOT Planning Priorities Letters



U.S. Department
of Transportation
**Federal Highway
Administration**

New Jersey Division
840 Bear Tavern Road, Suite 202
West Trenton, New Jersey 08628
609 637-4200

In Reply Refer To:
HPL-NJ

October 8, 2024

Ms. Megan Fackler
Director, Division of Statewide Planning
New Jersey Department of Transportation
P.O. Box 600
Trenton, New Jersey 08625-0600

Re: FY 2026 UPWP Planning Priorities

Dear Ms. Fackler:

Thank you for your letter of August 19, 2024, requesting the planning priorities for the MPOs FY 2026 Unified Planning Work Programs (UPWP). Per our Mutual Service Standards for the FY 2026 Unified Planning Work Program (UPWP), Federal Highway Administration is requesting the State Department of Transportation and the Metropolitan Planning Organizations (MPO) focus on the following priorities:

- Continue with the Regional Models of Cooperation, and Ladders of Opportunity which were enacted under MAP-21 and the FAST Act
- Focus on building relationships with municipalities and counties in delivering on discretionary grants, building capacity, and expanding collaboration.
- Continue with the cooperative data collection, development, and monitoring of required performance measures and targets. Data sharing and consideration among various planning partners should be incorporated into the transportation planning process as data assets have value across multiple programs.
- Continue to focus on developing projects and programs that will contribute towards the 2-year and 4-year targets set for the National Performance Measures. Collecting and documenting the quantitative data is critical in advancing targets.
- Through transportation plans and infrastructure projects, ensure that efforts are being made to help achieve the national greenhouse gas reduction goals. Activities could include evaluating opportunities to reducing single-occupancy vehicle trips, increasing access to public transportation, and shifting to other lower emission modes of transportation.
- Incorporate Automated/Connected/Electric/Shared-use Vehicles into the planning processes. Appropriate work tasks could include identifying the barriers to and opportunities for deployment of fueling and charging infrastructure.
- Consider utilizing FHWA's Vulnerability Assessment and Adaptation Framework to develop a Resilience Improvement Plan to increase the resilience of the transportation system and mitigation of stormwater impacts on surface transportation.
- Facilitate social and economic opportunities by providing equitable levels of access to affordable and reliable transportation options, particularly to traditionally underserved populations. There are six defined strategies outlined to advance equity and support for underserved and disadvantaged communities.
- Continue to enhance and build off past complete street efforts to ensure roadways are prioritizing safety, comfort, and increased access with the goal of providing an equitable and safe transportation network.
- Continue to seek out meaningful public involvement in transportation planning by integrating Virtual Public Involvement (VPI) tools into the overall public involvement approach while ensuring continued public participation by individuals without access to computers and mobile devices.

- Coordinate with Federal Land Management Agencies to conduct continuing, comprehensive, and collaborative intermodal transportation planning that facilitates the efficient, and economic movement of people and goods, especially during the development of the STIP.

We encourage the MPOs and the State Department of Transportation to develop and identify work tasks associated with these planning emphasis areas for inclusion in their upcoming UPWP work programs.

If you have any questions, please contact Jason Simmons at jason.simmons@dot.gov or 609.637.4208.

Sincerely,



Sutapa Bandyopadhyay
Planning and Program Development Manager
FHWA NJ Division

cc: Andrew Clark, NJDOT
Monica Etz, NJDOT
Sudhir Joshi, NJDOT
David Behrend, NJTPA
Jennifer Marandino, SJTPO
Ariella Maron, DVRPC
Uzoma Anukwe, FTA
Ray Tomczak, FTA
Jason Simmons, FHWA-NJ



U.S. Department
of Transportation
**Federal Highway
Administration**

Office of the Administrator

1200 New Jersey Ave., SE
Washington, D.C. 20590

Federal Transit
Administration

December 30, 2021

Attention: FHWA Division Administrators
FTA Regional Administrators

Subject: 2021 Planning Emphasis Areas for use in the development of Metropolitan and Statewide Planning and Research Work programs.

With continued focus on transportation planning the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) Offices of Planning are jointly issuing updated Planning Emphasis Areas (PEAs). The PEAs are areas that FHWA and FTA field offices should emphasize when meeting with the metropolitan planning organizations, State departments of transportation, Public Transportation Agencies, and Federal Land Management Agency counterparts to identify and develop tasks associated with the Unified Planning Work Program and the Statewide Planning and Research Program. We recognize the variability of work program development and update cycles, so we encourage field offices to incorporate these PEAs as programs are updated.

Please note that this letter is intended only to provide clarity regarding existing requirements. It is not binding and does not have the force and effect of law. All relevant statutes and regulations still apply.

Sincerely,

Nuria Fernandez
Administrator
Federal Transit Administration

Stephanie Pollack
Deputy Administrator
Federal Highway Administration

Enclosure

2021 Planning Emphasis Areas:

Tackling the Climate Crisis – Transition to a Clean Energy, Resilient Future

Federal Highway Administration (FHWA) divisions and Federal Transit Administration (FTA) regional offices should work with State departments of transportation (State DOT), metropolitan planning organizations (MPO), and providers of public transportation to ensure that our transportation plans and infrastructure investments help achieve the national greenhouse gas reduction goals of 50-52 percent below 2005 levels by 2030, and net-zero emissions by 2050, and increase resilience to extreme weather events and other disasters resulting from the increasing effects of climate change. Field offices should encourage State DOTs and MPOs to use the transportation planning process to accelerate the transition toward electric and other alternative fueled vehicles, plan for a sustainable infrastructure system that works for all users, and undertake actions to prepare for and adapt to the impacts of climate change. Appropriate Unified Planning Work Program work tasks could include identifying the barriers to and opportunities for deployment of fueling and charging infrastructure; evaluating opportunities to reduce greenhouse gas emissions by reducing single-occupancy vehicle trips and increasing access to public transportation, shift to lower emission modes of transportation ; and identifying transportation system vulnerabilities to climate change impacts and evaluating potential solutions. We encourage you to visit FHWA’s [Sustainable Transportation](#) or FTA’s [Transit and Sustainability](#) Webpages for more information.

(See [EO 14008](#) on “Tackling the Climate Crisis at Home and Abroad,” [EO 13990](#) on “Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis.” [EO 14030](#) on “Climate-Related Financial Risk,” See also [FHWA Order 5520](#) “Transportation System Preparedness and Resilience to Extreme Weather Events,” FTA’s “[Hazard Mitigation Cost Effectiveness Tool](#),” FTA’s “[Emergency Relief Manual](#),” and “[TCRP Document 70: Improving the Resilience of Transit Systems Threatened by Natural Disasters](#)”)

Equity and Justice⁴⁰ in Transportation Planning

FHWA Division and FTA regional offices should work with State DOTs, MPOs, and providers of public transportation to advance racial equity and support for underserved and disadvantaged communities. This will help ensure public involvement in the planning process and that plans and strategies reflect various perspectives, concerns, and priorities from impacted areas. We encourage the use of strategies that: (1) improve infrastructure for non-motorized travel, public transportation access, and increased public transportation service in underserved communities; (2) plan for the safety of all road users, particularly those on arterials, through infrastructure improvements and advanced speed management; (3) reduce single-occupancy vehicle travel and associated air pollution in communities near high-volume corridors; (4) offer reduced public transportation fares as appropriate; (5) target demand-response service towards communities with higher concentrations of older adults and those with poor access to essential services; and (6) consider equitable and sustainable practices while developing transit-oriented development including affordable housing strategies and consideration of environmental justice populations.

[Executive Order 13985](#) (*Advancing Racial Equity and Support for Underserved Communities*) defines the term “equity” as the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian

Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality. The term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of “equity.” In addition, [Executive Order 14008](#) and [M-21-28](#) provides a whole-of-government approach to advancing environmental justice by stating that 40 percent of Federal investments flow to disadvantaged communities. FHWA Division and FTA regional offices should work with State DOTs, MPOs, and providers of public transportation to review current and new metropolitan transportation plans to advance Federal investments to disadvantaged communities.

To accomplish both initiatives, our joint planning processes should support State and MPO goals for economic opportunity in disadvantaged communities that have been historically marginalized and overburdened by pollution and underinvestment in housing, transportation, water and wastewater infrastructure, recreation, and health care.

Complete Streets

FHWA Division and FTA regional offices should work with State DOTs, MPOs and providers of public transportation to review current policies, rules, and procedures to determine their impact on safety for all road users. This effort should work to include provisions for safety in future transportation infrastructure, particularly those outside automobiles.

A complete street is safe, and feels safe, for everyone using the street. FHWA and FTA seek to help Federal aid recipients plan, develop, and operate streets and networks that prioritize safety, comfort, and access to destinations for people who use the street network, including pedestrians, bicyclists, transit riders, micro-mobility users, freight delivery services, and motorists. The goal is to provide an equitable and safe transportation network for travelers of all ages and abilities, including those from marginalized communities facing historic disinvestment. This vision is not achieved through a one-size-fits-all solution – each complete street is unique and developed to best serve its community context and its primary role in the network.

Per the National Highway Traffic Safety Administration’s 2019 data, 62 percent of the motor vehicle crashes that resulted in pedestrian fatalities took place on arterials. Arterials tend to be designed for vehicle movement rather than mobility for non-motorized users and often lack convenient and safe crossing opportunities. They can function as barriers to a safe travel network for road users outside of vehicles.

To be considered complete, these roads should include safe pedestrian facilities, safe transit stops (if present), and safe crossing opportunities on an interval necessary for accessing destinations. A safe and complete network for bicycles can also be achieved through a safe and comfortable bicycle facility located on the roadway, adjacent to the road, or on a nearby parallel corridor. Jurisdictions will be encouraged to prioritize safety improvements and speed management on arterials that are essential to creating complete travel networks for those without access to single-occupancy vehicles.

Public Involvement

Early, effective, and continuous public involvement brings diverse viewpoints into the decisionmaking process. FHWA Division and FTA regional offices should encourage MPOs, State DOTs, and providers of public transportation to increase meaningful public involvement in transportation planning by integrating Virtual Public Involvement (VPI) tools into the overall public involvement approach while ensuring continued public participation by individuals without access to computers and mobile devices. The use of VPI broadens the reach of information to the public and makes participation more convenient and affordable to greater numbers of people. Virtual tools provide increased transparency and access to transportation planning activities and decisionmaking processes. Many virtual tools also provide information in visual and interactive formats that enhance public and stakeholder understanding of proposed plans, programs, and projects. Increasing participation earlier in the process can reduce project delays and lower staff time and costs. More information on VPI is available [here](#).

Strategic Highway Network (STRAHNET)/U.S. Department of Defense (DOD) Coordination

FHWA Division and FTA regional offices should encourage MPOs and State DOTs to coordinate with representatives from DOD in the transportation planning and project programming process on infrastructure and connectivity needs for STRAHNET routes and other public roads that connect to DOD facilities. According to the Declaration of Policy in 23 U.S.C. 101(b)(1), it is in the national interest to accelerate construction of the Federal-aid highway system, including the Dwight D. Eisenhower National System of Interstate and Defense Highways, because many of the highways (or portions of the highways) are inadequate to meet the needs of national and civil defense. The DOD's facilities include military bases, ports, and depots. The road networks that provide access and connections to these facilities are essential to national security. The [64,200-mile STRAHNET system](#) consists of public highways that provide access, continuity, and emergency transportation of personnel and equipment in times of peace and war. It includes the entire 48,482 miles of the Dwight D. Eisenhower National System of Interstate and Defense Highways and 14,000 miles of other non-Interstate public highways on the National Highway System. The STRAHNET also contains approximately 1,800 miles of connector routes linking more than 200 military installations and ports to the primary highway system. The DOD's facilities are also often major employers in a region, generating substantial volumes of commuter and freight traffic on the transportation network and around entry points to the military facilities. Stakeholders are encouraged to review the STRAHNET maps and recent Power Project Platform (PPP) [studies](#). These can be a useful resource in the State and MPO areas covered by these route analyses.

Federal Land Management Agency (FLMA) Coordination

FHWA Division and FTA regional offices should encourage MPOs and State DOTs to coordinate with FLMAs in the transportation planning and project programming process on infrastructure and connectivity needs related to access routes and other public roads and transportation services that connect to Federal lands. Through joint coordination, the State DOTs, MPOs, Tribal Governments, FLMAs, and local agencies should focus on integration of their transportation planning activities and develop cross-cutting State and MPO long range transportation plans, programs, and corridor studies, as well as the Office of Federal Lands

Highway's developed transportation plans and programs. Agencies should explore opportunities to leverage transportation funding to support access and transportation needs of FLMAs before transportation projects are programmed in the Transportation Improvement Program (TIP) and Statewide Transportation Improvement Program (STIP). Each State must consider the concerns of FLMAs that have jurisdiction over land within the boundaries of the State (23 CFR 450.208(a)(3)). MPOs must appropriately involve FLMAs in the development of the metropolitan transportation plan and the TIP (23 CFR 450.316(d)). Additionally, the Tribal Transportation Program, Federal Lands Transportation Program, and the Federal Lands Access Program TIPs must be included in the STIP, directly or by reference, after FHWA approval in accordance with 23 U.S.C. 201(c) (23 CFR 450.218(e)).

Planning and Environment Linkages (PEL)

FHWA Division and FTA regional offices should encourage State DOTs, MPOs and Public Transportation Agencies to implement PEL as part of the transportation planning and environmental review processes. The use of PEL is a collaborative and integrated approach to transportation decisionmaking that considers environmental, community, and economic goals early in the transportation planning process, and uses the information, analysis, and products developed during planning to inform the environmental review process. PEL leads to interagency relationship building among planning, resource, and regulatory agencies in the early stages of planning to inform and improve project delivery timeframes, including minimizing duplication and creating one cohesive flow of information. This results in transportation programs and projects that serve the community's transportation needs more effectively while avoiding and minimizing the impacts on human and natural resources. More information on PEL is available [here](#).

Data in Transportation Planning

To address the emerging topic areas of data sharing, needs, and analytics, FHWA Division and FTA regional offices should encourage State DOTs, MPOs, and providers of public transportation to incorporate data sharing and consideration into the transportation planning process, because data assets have value across multiple programs. Data sharing principles and data management can be used for a variety of issues, such as freight, bike and pedestrian planning, equity analyses, managing curb space, performance management, travel time reliability, connected and autonomous vehicles, mobility services, and safety. Developing and advancing data sharing principles allows for efficient use of resources and improved policy and decisionmaking at the State, MPO, regional, and local levels for all parties.



State of New Jersey

DEPARTMENT OF TRANSPORTATION

P.O. Box 600

Trenton, New Jersey 08625-0600

PHILIP D. MURPHY
Governor

FRANCIS K. O'CONNOR
Commissioner

TAHESHA L. WAY
Lt. Governor

August 27, 2024

Jennifer Marandino
Executive Director
SJTPO

817 East Landis Ave,
Vineland, New Jersey 08360

David W. Behrend
Executive Director
NJTPA

One Newark Center
Newark, NJ 07102

Ariella Maron
Executive Director
DVRPC

190 N Independence Mall W.
Philadelphia, PA 19106

Dear Ms. Marandino, Mr. Behrend, and Ms. Maron:

This letter presents the New Jersey Department of Transportation (NJDOT) planning priorities for you to consider incorporating into your upcoming FY 2026 Unified Planning Work Program (UPWP).

We will forward to you a letter from the Federal Highway Administration and Federal Transit Administration stating their priorities.

NJDOT MPO Transportation Priorities

Interagency Coordination

- Continue to collaborate with NJDOT in meeting USDOT's legislated surface transportation requirements.
- Coordinate with NJDOT in the development and integration of performance measures and targets necessary to meet federal performance requirements for the NHS and support progress to achieve national performance goals. This includes performance-based planning and programming (PBPP) approaches in accordance with FHWA Transportation Performance Measure (TPM) requirements and the Department's TPM, asset management and long-range planning policies, procedures, practices and objectives, and performance management written procedures.
- Support NJDOT and NJ TRANSIT in the development of the Long-Range Transportation Plan (LRTP) as part of stakeholder coordination and collaboration and assist with public

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involvement activities to produce a multimodal transportation plan that meets state and federal requirements.

- Work to achieve consistency with the principles of the New Jersey State Development and Redevelopment Plan.
- In partnership with the Complete Team, institutionalize an improved process for initiating mobility and freight improvements with an updated, coordinated and streamlined approach to developing and vetting problem statements.
- Implement actions to assist the NJDOT with data collection:
 - Continue to assist with data collection of Model Inventory of Roadway Elements (MIRE) on county and local roads. This would be done by attending meetings with Transportation Data and Support to review collected data and to provide guidance on future data to be collected to meet the 2026 federal deadline.
- Continue to support greater coordination with other MPOs, NJDOT, transit agencies, TMAs and subregions in mobility and land use planning.
- Work with willing county and municipal partners for integration of transportation and land use to promote community livability and maximize the efficiency of the transportation system.
- Work with NJDOT, NJ TRANSIT and other state agencies to support the Transit Village Initiative and other efforts to encourage transit-oriented development (TOD).
- Work with NJDOT and other partners on risk management strategies for improving the resilience of transportation infrastructure against the impacts of extreme weather.
- Work with NJDOT and Local Public agencies to establish/recommend projects that can utilize new funding opportunities in the IIJA to minimize climate risks.
- Work with NJDOT and other partners on strategies to reduce carbon emissions from the transportation sector.

Congestion Relief

- Pursue the following congestion relief strategies:
 - Low-cost operational improvements at intersections, interchanges, and identified bottlenecks; and
 - Transportation Demand Management (TDM) to help maximize the efficiency of the existing transportation system from the demand side, encouraging greater use of alternatives to single occupant vehicles.

Freight Planning

- Improve New Jersey's multimodal freight network and hubs for more efficient access and improved system performance.
- Implement 2023 Statewide Freight Plan; including programs and projects highlighted in the Next Steps: Priorities, Actions, and Performance Measures section of the plan.
- Encourage opportunities for modal shift from trucks to barge and rail where practical.

- Continue to champion truck parking improvements throughout the state through dialogue with MPO partners and industry stakeholders (trucking, real estate, manufacturing, etc.).
- Implement a Statewide Truck Parking Study to investigate truck parking challenges in New Jersey, consider input from stakeholders and develop practical and cost-effective solutions, strategies, and policies.
- Advance rail freight projects, connectivity solutions, and planning initiatives in New Jersey, including:
 - Providing an efficient, and effective rail freight system in the State of New Jersey through the provision of financial assistance to preserve, rehabilitate, and enhance rail freight facilities.
 - Systematic freight rail improvements in North Jersey such as 286k, plate F, shared service, port-rail connectivity issues and for site-specific line impediments.
 - Planning for an enhanced regional network in South Jersey through improved connectivity between New Jersey and Pennsylvania.
- Raise awareness of the value of freight to New Jersey, including continued development and implementation of a Freight Social Media Program “Freight Moves NJ.”
- Utilize freight focused data, analyze current freight movement on the road network, and develop recommendations and solutions based on data forecasts.
- Integrate freight into Complete Streets policy and guidance by educating and assisting stakeholders, in particular County and local engineers.

Emerging Technologies

- Work to incorporate automated/connected/electric/shared use vehicles into the planning process, recognizing the challenges, opportunities and uncertainty associated with them.

Safety Planning

- Commit to Safe System Approach as a strategy to get to Zero.
- Promote development of the Systemic and Systematic Safety Program.
- Maximize opportunities to include Proven Safety Countermeasures in all projects.
- Continue to prioritize implementation of the current Strategic Highway Safety Plan.
- Develop and implement the Local Road Safety Plans in your region.
- Include Road Safety Audits along county and local roads as a safety strategy during the development of all projects.
- Continue to develop and solicit Local Safety Program applications.
- Prioritize implementation and deployment of countermeasures for Vulnerable Road Users and Older Drivers and Pedestrians for all projects.
- Support the state’s goal of Zero through a Safe System Approach strategy for all projects in the region.

Bicycle and Pedestrian Planning

- Maximize opportunities for Complete Streets implementation:
 - Promote green infrastructure to address stormwater issues, particularly in urban areas.
 - Support the collection of bicycle and pedestrian volume data on county roadways, and on municipal streets as appropriate.
 - Refine the local project prioritization process to include scoring factors that are based on potential health outcomes, safety improvements, connectivity for all modes, proximity to schools and transit stops, and other factors.
 - Support adoption of Complete Streets Policies and Implementation Plans.
 - Support and participate in Road Safety Audits
 - Promote Complete Streets Policy and its elements as a tool for federal, state, and local governments to use to aid in the FHWA's overall Safety Program. The FHWA Safety Program includes Complete Streets, Zero Deaths, and the Safe System Approach. The Complete Streets Policy and accommodations that meet Complete Streets criteria are critical to accommodate the future needs of the state and goals of the NJDOT.
 - Promote the application of Complete Streets accommodations, including bike lanes, buffered bike lanes, separated bike lanes, ADA standards compliance, and FHWA Proven Safety Countermeasures
- Provide opportunities to complete the East Coast Greenway, the Circuit Trails and other regional trail networks by assisting with the development of local trail plans and projects.

Intelligent Transportation Systems

- Improve traffic flow through cohesive and sustainable planning, design, procurement and deployment of ITS operational strategies such as hard shoulder use, maintenance/upgrade/enhancement of existing ITS infrastructure and Advanced Traveler Information System through Connected Vehicle technology.
- Disseminate and provide information/knowledge/skills to local partners in technology areas where NJDOT has acquired a higher level of maturity.
- Explore the benefits of new Connected Vehicle (CV) uses cases and deploy CV₂X infrastructure with Edge Intelligence platform to improve mobility and safety.
- Invest in the development of fiber and communication infrastructure across NJ to support safety- and mobility-related initiatives.
- Invest in compliance and adaptation of ITS regional architecture in all pertinent and applicable projects.
- Enhance safety through endemic planning, evaluation and deployment of ITS based wrong way driving systems.
- Use of wireless communication (Broad band, LTE and 5G) for technology projects

- Use and application of virtual devices such as RSU (roadside units) for connected technologies.

Local Public Agencies (LPAs)

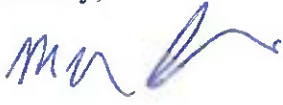
- Keep local public agencies informed on resources and training opportunities to ensure LPA is up to date with current trends in transportation.
- Continue to identify and adopt technology to improve efficiency and quality control in the project delivery process.
- Continue to coordinate the various channels including NJ Society of Municipal Engineers (NJSME) and NJ State Association of County Engineers (NJSACE).
- Ensure the Local Aid Resource Center is meeting the needs of the LPAs

Equity, Public Health, and Outreach

- Implement equitable actions that uphold fairness and improved coordination of services, access and mobility for people of different backgrounds, including low-income and minority populations, Limited English Proficient (LEP) individuals, persons with disabilities and senior citizens.
- Promote clean-powered public transit options (i.e. electric buses) and non-motorized transportation in an effort to reduce air pollution, particularly in low-income communities where concentrations are disproportionately higher.
- Prioritize safety for non-motorized travelers in disadvantaged and transit-dependent communities, especially in areas around transit stops, housing, parks, schools and senior centers.
- Encourage counties and municipalities to promote public health principles and practices whenever possible in implementation of transportation projects.
- Focus on building trust with and increasing participation of minority and low-income communities in the planning process; allow community members to brainstorm project ideas so that planning efforts promote equity and inclusion and are tailored to meet their mobility needs.
- Continue to engage with communities to strengthen public confidence and participation in the planning process and help secure public buy-in of proposed transportation projects using web tools/technology, social media, outreach, education and virtual and/or in-person public forums/meetings.

We look forward to continued collaboration with your organization in the development and execution of your planning work programs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Megan Fackler', with a stylized flourish at the end.

Megan Fackler
Director
Division of Statewide Planning

c: Robert Clark, FHWA
Michael Culotta, FTA
Eric R. Powers, NJDOT
Sudhir Joshi, NJDOT
Andrew Clark, NJDOT
Farzana Ahmed, NJDOT



Appendix C. NJDOT Planning Activities

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Performance-based Planning and Asset Management – 4510025 / 5900
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

VISION AND MISSION:

Maximize performance-based decision making in capital investment planning and programming through the preparation of the Long Range Transportation Plan and the Transportation Asset Management Plan and coordination of Transportation Performance Management target setting and reporting.

Continue to be a national leader in performance-based planning (PBP) and asset management (AM). NJDOT implements transportation improvements and multimodal strategies that provide the most comprehensive benefits to a range of transportation objectives. NJDOT implements cutting edge preservation and renewal strategies that keep our assets in a state-of-good repair in the most cost-effective means possible to enable access to essential services such as housing, employment and commerce, healthcare, schools/education, and recreation.

Note: Not all PBP/AM related activities are captured in this thumbnail activity. Portions are covered in various other activities and through coordinated and collaborative efforts with regional entities such as the MPOs and local entities, NJ TRANSIT, various transportation authorities, neighboring state DOTs and federal agencies. A number of activities in the work program can be considered PBP/AM in their entirety while others include portions of PBP/AM elements.

GOALS/ACTIVITIES:

1. Prepare the NJDOT Transportation Asset Management Plan (TAMP).
 - a. Continually coordinate efforts for the implementation of the 2022 New Jersey Transportation Asset Management Plan (TAMP) in line with the FAST Act and IIJA requirements.
 - b. Report on the development and implementation of the 2022 NJ TAMP in conformance with 23 CFR 515.13(b) requirements for the Annual Consistency Report (ACR).
 - c. Draft a scope of work to solicit and acquire consultant services to assist the Department in developing the 2026 NJ TAMP, the 2025, 2026, and 2027 ACRs, and the 2025, 2026, and 2027 SCIS .
 - d. Collaborate with MPOs, counties, independent transportation authorities and federal agencies on the initial phases to update TAM activities in New Jersey. Continue to gather and report on pavement condition on non-state NHS routes in line with FAST Act requirements. In addition to the collaborative performance measures reporting, these entities will also collaborate with NJDOT on target-setting for both the state and MPO targets for bridge and pavement assets in order to enhance on-going processes for establishing targets for bridge and pavement assets on the NHS, including non-NJDOT NHS assets and their owners in accordance with 23 CFR Part 490 (PM2 Final Rule).
 - e. Continue to identify innovative strategies for how technology can be utilized to keep NJ assets in a state-of-good repair.
 - f. Collaborate with various units and initiatives to identify how technology can support PBP/AM and enhance program/project delivery.
 - g. Update the Part 667 database of assets damaged during declared emergency events and the New Jersey Evaluation Report, which will include working with Department units to explore means to improve database update process. Collaborate as needed with counties, municipalities and authorities to collect new reports on road and bridge assets that were damaged as a result of an emergency event to add to the database. Collaborate with Department units to modify the project development process to include consideration of 23 CFR Part 667 requirements.

STATE PLANNING AND RESEARCH PROGRAM, 2025- 2026

ACTIVITY: Performance-based Planning and Asset Management – 4510025 / 5900
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

2. Prepare New Jersey's Long Range Transportation Plan (LRTP).
 - a. Manage the multiyear contract for consultant assistance in the preparation of the 2050 LRTP.
 - b. Deploy the LRTP Public Involvement Action Plan (PIAP). Collaborate with stakeholders and consult with interested parties in a continuous public engagement program through a variety of public involvement events to provide opportunities for input in the development of the LRTP and transportation planning process ultimately delivering an awareness of New Jersey's 2050 LRTP, its vision, mission and goals.
 - c. Ensure compliance with all federal and state requirements at 23 CFR 450 and the New Jersey state requirements at N.J.S.A. 27:1A-5.
 - d. Deliver the LRTP and New Jersey urban supplement in partnership with NJ TRANSIT.
3. Coordinate NJDOT's TPM implementation activities associated with the FAST Act performance requirements including the establishment and reporting in the PMF of performance measures and targets by the Department for various performance areas as required by the National Performance Management Measure Rules for safety (PM1), infrastructure (PM2) and system performance (PM3). TPM activities shall be reflected in the TAMP and LRTP.
 - a. Report and update National Highway Performance Program performance measures and targets as required per 23 CFR 490, Subparts A through F.
4. Continually enhance, update and report various key performance indicators (KPIs) and inventory data for NJDOT's Performance and Inventory Information Center, in addition to the periodic updates and reporting of KPIs to the State of New Jersey Transparency Center/Governor's Performance Center. Incorporate NHPP performance measures and targets for PM1, PM2 and PM3 into the Department's internal and external webpages as noted in item 3 above.
 - a. Routinely update on a quarterly basis, or as needed, working with units such as Budget, Communications and management system owners and SMEs.
 - b. Collaborate with a core group of units including, Budget, Communications and IT, to provide enhancements to the performance/inventory information center intranet webpage.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Provide Presentations to Transportation Asset Management Steering Committee and Directors Group. Goal 1.a. Ongoing.
2. Receive 2025 FHWA annual consistency determination of NJDOT's implementation of the 2022 NJ TAMP. Goal 1.b. Ongoing.
3. Collaborate with Department Units to integrate Part 667 considerations in the project delivery process. Goal 1.g. Ongoing.
4. Integrate technology, enhanced operational initiatives and innovative strategies that support PBP/AM into an enhanced project delivery process. Goal 1 and 2. Ongoing
5. Continue efforts for the Development of the 2050 NJ LRTP. Goal 2.b. Year Specific.
6. Collaborate with Department Units in the development of the New Jersey LRTP. Goal 2.c. Ongoing
7. Continue the New Jersey LRTP Public Involvement Action Plan for the collaboration, cooperation, and consultation of stakeholders, tribal nations, transportation partners, and the traveling public in New Jersey. Goal 2.e. Year Specific.

STATE PLANNING AND RESEARCH PROGRAM, 2025- 2026

ACTIVITY: Performance-based Planning and Asset Management – 4510025 / 5900
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

8. Update NJDOT policy and procedure for TPM implementation, including updating the "Table of Ownership" for NJDOT established/reported targets identifying staff SME owners and support staff for targets as defined in PM1, PM2 and PM 3 final rules. Goal 3. – Ongoing.
9. Post performance measures and targets to NJDOT’s Performance and Inventory Center Intranet site, Governor’s Transparency website and NJDOT’s website when/where applicable. Goals 3 and 4.-Ongoing.

New Jersey Long Range Transportation Plan and TAMP related additional tasks to meet FHWA requirements.
 Year 1 - \$1,900,000

TRAVEL:

	<u>Year 1</u>
Conferences	\$5,650.00
Business meetings	\$ 60.00
Total	\$5,710.00

Event	Year 2
TRB Annual Meeting, January, Washington, DC, 2 attendees/2-days	\$2,500.00
NJ Transaction Conference 2025, Date TBD, (Asset Management/Performance Mgt. Topic), 1 attendee/1-day	\$75.00
TRB/AASHTO, State, MPO/Regional Asset Mgt./TPM-PBP Event, Date TBD, 1 attendee/1-day	\$75.00
MPO Events/Meetings (DVRPC Parking for 2 staff, 2 events/\$15 each)	\$60.00
AASHTO Committee on Performance-Based Management Conference, 2025, location TBD 1 attendee, 3 days = \$3,000	\$3,000
TOTAL	\$5,710.00

EQUIPMENT: None.

STAFFING:

Andrew Clark, Section Chief, Planning	0.50 PY
Thomas Houck, Program Specialist 4	0.75 PY
Joseph Burdulia, Senior Planner, Transportation	0.30 PY
Pritesh Prajapati, Senior Engineer, Planning	1.00 PY
Hailey Anilonis, Planner Trainee, Transportation	<u>0.60 PY</u>
	3.15 P

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation and Livable Communities – 4510025/5400
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

VISION AND MISSION:

Foster the statewide initiatives, programs, and activities advancing New Jersey toward a livable and sustainable future through the following components:

- To play a leading role in providing long-term sustainable and context sensitive solutions to transportation problems, in collaboration with our federal partners, other state agencies and transit entities, MPOs, counties and municipalities
- To develop and implement alternatives to single-occupant vehicle (SOV) travel such as trip reduction, mass transit, Complete Streets, walking, biking and local street connectivity that ultimately create livable, economically thriving communities.
- To maximize the efficiency of the transportation system statewide and in local communities
- To increase use of non-SOV travel modes to help meet the performance target established within New Jersey’s urbanized areas
- To employ such initiatives as Transit Village designation and access management planning to create a stronger link between transportation and land use
- To utilize guidance from the smart growth principles of the State Development and Redevelopment Plan (SDRP) and the federal Partnership for Sustainable Communities’ six livability principles, as well as the federal emphasis areas including Regional Models of Cooperation, Ladders of Opportunity, Every Day Counts (EDC) and the Infrastructure Investment and Jobs Act (IIJA)

GOALS/ACTIVITIES:

1. Shape the delivery of the Capital Program with infusion of Smart Growth and State Development and Redevelopment Plan (SDRP) principles into the Department’s policies, programs, practices and investment decisions, along with requirements of federal legislation (FAST Act, formerly MAP-21) and the Infrastructure Investment and Jobs Act (IIJA).
 - a. Spearhead participation in New Jersey’s economic growth agenda through coordination with other agencies in the evolving statewide effort to implement the goals, strategies and policies of the SDRP and Smart Growth principles.
 - b. Increase awareness among Department units, county and local governments and the public about federal, regional and statewide Smart Growth, Sustainable Transportation and Livable Communities endeavors including implementation of the Together North Jersey Regional Plan for Sustainable Development, through interagency coordination, information and resource distribution and activities of the Department’s State Plan/Smart Growth Implementation Team (I-Team).
 - c. Improve the existing process of internal Department review of local plans for transportation elements that embody Smart Growth concepts and underpin sustainable land use objectives according to principles of the SDRP.
 - d. Advocate the use of SDRP concepts in the Department’s performance-based planning and programming activities including transportation asset management, transportation performance management, and the problem intake process by continuing to implement and further develop a “Smart Growth Management System” that works together with the other Department Management Systems to evaluate and prioritize transportation studies and capital projects for consistency with the SDRP and Smart Growth.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation and Livable Communities – 4510025/5400
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

GOALS / ACTIVITIES (cont'd.)

- e. Provide resources and technical assistance to communities to link transportation and land use in municipal master plans, community transit hub planning initiatives and other local planning efforts using the principles of Mobility and Community Form (MCF).
2. Foster development of compact, mixed use Centers, as embodied in the New Jersey State Development and Redevelopment Plan (SDRP), by designating more Transit Villages.
 - a. Designate at least two new Transit Villages
 - b. Monitor progress of designated Transit Villages.
 - c. Meet with interested Transit Village potential applicants and regularly coordinate with existing designated Transit Villages.
 - d. Utilize newsletters, webinars and workshops, and proactive outreach to generate interest from communities in the Transit Village Initiative.
 - e. Provide post-designation Transit Village implementation support as needed.
3. Maintain, administer and develop an enhanced State Highway Access Management Code (SHAMC) that contains provisions and planning elements that support New Jersey's smart growth and livability goals and objectives to ensure consistency with policies and strategies of the SDRP and Long-Range Statewide Transportation Plan (LRSTP), which reiterate federal requirements and national priorities.
 - a. Update the Desirable Typical Sections (DTS) in Appendix B of the State Highway Access Management Code by developing a standard approach to the appropriate sizing of the DTS consistent with State policies.
 - b. Provide guidance about the SHAMC for local officials and practitioners to promote the use of planning tools such as municipal zoning conformity with the Access Code and Access Management Plans.
 - c. Evaluate requests and provide recommendations on changes to access classifications as permissible in the Code's provisions on "Procedure for Changes in Access Classification" and consistent with State policies and direction.
 - d. Partner with MPOs, municipal governments, and the public to coordinate land use and transportation to facilitate corridor safety and preserve highway capacity in the development, advancement, and maintenance of access management plans (AMPs).
 - e. Review and provide DTS determinations to NJDOT Right of Way unit and NJ State Agricultural Development Committee on Excess Parcel and Farmland Preservation inquiries/requests.
4. Collaborate with federal and state agencies, NJ Transit, MPOs, counties, municipalities, and regional stakeholders to develop, recommend and advance viable transportation improvements that encourage innovative technology and implement context sensitive multimodal strategies and solutions as a result of planning/corridor studies and non-transportation initiatives that support the LRSTP, SDRP, MTPs, Complete Streets policies, The Connected Corridor, Vibrant Communities Initiative, and federal sustainability and livability initiatives.
 - a. Participate in and evaluate planning and corridor studies and problem statements recommending multimodal strategies for the Department's problem intake phase of the project delivery process

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation and Livable Communities – 4510025/5400

MANAGER: Sudhir Joshi

UNIT: Bureau of Statewide Strategies

GOALS / ACTIVITIES (cont'd.)

- As appropriate, use the NJTPA PRIME system, identifying needs and recommendations, to support this process in the NJTPA region.
- b. Provide staff resources to participate in MPO, county and municipal-led initiatives, serving as members of technical evaluation/advisory committees, for the development of feasible problem statements that lead to sustainable transportation projects.

 - c. Partner with MPOs, local entities and various regional stakeholders to advance priorities that achieve sustainable livable communities. Provide staff resources to support regional and local initiatives.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Coordination of NJDOT's Smart Growth Implementation Team (I-Team) activities to foster sustainable transportation and community livability elements in the way the Department conducts its business, such as transportation mode choice, Complete Streets, Context Sensitive Solutions (CSS), transit-oriented development (TOD), highway and transit connectivity and transportation infrastructure resiliency. Goal 1b. - Ongoing
2. Arrangement of at least one I-team sponsored field visit to localities with smart growth, sustainability and livability potential or achievements., depending on public health guidelines. Goal 1b. – Year Specific
3. Contribution of transportation and land use integration perspective to any outstanding and new Plan Endorsements of municipalities by the State Planning Commission. Goal 1a. - Ongoing
4. Performance of any required Department activities associated with the current and future SDRP. Goal 1a and 1c.- Ongoing
5. Participation in Brownfields Interagency Work Group meetings and Brownfields Redevelopment and Development Opportunity Interagency Team meetings. Goal 1a. - Ongoing
6. Deploy use of the second phase of the Smart Growth Management System (SGMS), which would encompass physical roadway and project type factors. Goal 1d. – Year Specific
7. Provision of SGMS scores for proposed projects upon request to Capital Program Management. Goal 1d. - Ongoing
8. Designation of new Transit Villages (TV) that meet the TV criteria. Goal 2a. – Ongoing
9. Use of appropriate measures to apprise communities of the TV Initiative. Goal 2d. - Ongoing
10. Monitoring progress of existing designated Transit Villages according to the Transit Village Progress Report completed by consultant effort. Goal 2b.and 2c. - Ongoing
11. Continue to reference the TNJ Plan document for planning and concept development - Goal 1b. - Ongoing
12. Deliver decisions on access classification change requests as per the NJ SHAMC provisions on “Procedures for Changes in Classification” and forward Department approved request to the Bureau of Legislative Admin. & Regulatory Actions for inclusion in Appendix B of the Code through New Jersey’s rulemaking process. Goal 3d. - Ongoing
13. Deliver the state-funded consultant-led study, Evaluation of the NJ Access Code Desirable Typical Sections (DTS Study) for consideration and inclusion in the NJ SHAMC through the New Jersey rulemaking process. Goal 3a. – Year Specific.
14. Issuance of guidance and/or educational material for planning tools related to access management, i.e. Zoning Conformity and Access Management Plans. Goal 3b. – Ongoing

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation and Livable Communities – 4510025/5400
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

15. Complete reviews, determinations and responses to requests on Excess Parcel and Farmland Preservation inquiries related to the DTS in Appendix B. Goal 3e. – Ongoing
16. Represent the Department, as requested, on federal, state, regional and local planning initiatives. Goal 4b. - Ongoing

CONTRACTS:

None.

TRAVEL:

Mileage - **\$100.00**
Conferences - **\$100.00**

- NJ Sustainability Summit - **\$40.00**
- NJ State Data Center Network Meeting - **\$60.00 if in person**
- Transportation Research Board (TRB) Annual - \$2,400

EQUIPMENT:

None.

STAFFING:

Susan Weber, Supervising Transportation Analyst	1.00 PY
Richard Rabinowitz, Senior Planner, Transportation	1.00 PY
Jelena Lasko, Senior Planner, Transportation	1.00 PY
Hailey Anilonis, Assistant Planner, Transportation	0.60 PY
Thomas Houck, Program Specialist 4	0.25 PY
Joseph Burdulia, Senior Planner, Planning	<u>0.70 PY</u>
Total	4.65 PY

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Metropolitan Planning Organization (MPO) Liaison – 4510025/5690
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

MISSION / OBJECTIVE:

The MPO Liaison Unit acts as the conduit between the three New Jersey MPOs, the Department, and our federal transportation partners. The overarching mission of the MPO Liaison Unit is to cultivate and maintain strong working relationships with the MPOs so that communication flows quickly and easily in both directions to ensure compliance with federal regulations under 2 CFR 200 and 2 CFR 450.

The unit manages the federal funding and contract administration for the MPOs unified planning work programs. At the same time, ensuring that federal transportation priorities are integrated into the plans, policies, procedures, and activities of the MPOs. At times the MPO Liaison Unit acts as an advocate on behalf of the MPOs, at times the unit acts as an enforcer of federal regulations, and at times the unit conducts troubleshooting for MPO questions and concerns.

GOALS/ACTIVITIES:

1. Act as liaison between NJDOT and the MPOs: the South Jersey Transportation Planning Organization; the Delaware Valley Regional Planning Commission; and the North Jersey Transportation Planning Authority. (On-going)
 - a. Participate in MPO technical committee meetings and serve as a NJDOT resource to MPO board members, staff and sub-regional representatives.
 - b. Facilitate point-of-contact collaboration between MPO and NJDOT planning activities.
 - c. Support NJDOT voting member at MPO board and committee meetings.
2. Proactively work with MPOs and host organizations to meet annual milestones and requirements. (On-going)
 - a. Work with MPOs to ensure unified planning work program, regional transportation plans and task orders are completed and executed on time.
 - b. Submit MPO's annual unified planning work programs to FHWA and FTA for approval.
 - c. Secure federal funding authorization for annual work programs prior to June 30th.
 - d. Conduct a Risk Assessment of each MPO as required by 2 CFR 200.
 - e. Develop and maintain basic agreements with MPOs and/or hosting agencies as required.
3. Provide timely and accurate contract administration for MPO work program contracts and FHWA/FTA grants and agreements. (On-going)
 - a. Review and submit MPO progress reports internally and to federal agencies as required.
 - b. Ensure prompt processing of invoices.
 - c. Close out completed task orders and associated federal project agreements within three years of completion or as soon as practicable. Close out forms will be updated as per FHWA request.
 - e. Participate in federal and state financial, programmatic, and certification audits /reviews as required.
 - f. Support departmental use of basic agreements for non-work plan activities as required.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Attend all MPO technical meetings. Conduct quarterly MPO Collaboration Meetings.
2. Ensure timely execution of all items outlined in the Mutual Service Standards.
3. Execute the 2024 basic Agreement between NJDOT and SJTA/SJTPO.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Metropolitan Planning Organization (MPO) Liaison – 4510025/5690
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

4. Provide all contract administration for MPO work program contracts and FHWA/FTA grants and agreements. Strive for federal agreements to be closed within three years.

TRAVEL:

Mileage reimbursement to MPO meetings - \$250.00
 Travel expenses (parking fees, train fares) to MPO meetings - \$250.00

AMPO Conference - \$2400.00 (1 staff member, 4 days)
 TRB Conference - \$1400.00 (2 staff members, 2 days)
 Budget breakdown for AMPO Conference:

Expenditure items	Cost
Train tickets	\$310.00
Uber	\$60.00
Hotel (plus 13.82%)	\$850.00
Meals	\$280.00
Registration Fee	\$900.00
Total	\$2,400.00

CONTRACTS:

None

EQUIPMENT:

None

STAFFING:

<u>Name</u>	<u>Title</u>	<u>Person Years</u>
Andrew Clark	Section Chief	.50
Farzana Ahmed	Program Specialist 4	1.00
Tavainya Smith	Assistant Planner	1.00
Jaya Vatti	Contract Administrator 2	.50
Monica Etz (TES)	Professional Occupations Nonaligned	<u>1.00</u>
	Total PY	4.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Air Quality/Travel Demand Modeling Program – 4510025 / 5970
MANAGER: Sudhir Joshi, Manager
UNIT: Bureau of Statewide Strategies

MISSION / OBJECTIVE:

To support Air Quality (AQ) conformity, strategies and transportation project development with models and analysis tools. To assist the NJDOT to make use of CMAQ funds as efficiently and cost effectively, and, to help meet Statewide emissions reduction targets for CMAQ-funded projects.

GOALS/ACTIVITIES:

1. Update the unit's technical toolbox.
 - a. Update the unit's computers with the latest versions of MOVES4 and Cube. (ongoing)
 - b. Prepare the New Jersey air quality modeling process for EPA's MOVES4 update. Prepare model database for transition from MySQL to MariaDB by Winter 2025.
2. Enhance NJDOT's in-house modeling capability.
 - a. Acquire updated versions of Cube-based supported models – North Jersey Regional Transportation model (NJRTM-E), South Jersey Travel Demand Model (SJTDM), New Jersey Statewide Model (NJSWM), and MOVES. (ongoing)
 - b. Expand in-house capability to perform more complex regional modeling analyses.
 - c. Develop capability to perform benefit/cost analyses of transportation and air quality projects.
 - d. Acquire updated data from the Delaware Valley Regional Planning Commissions' latest model version including zonal data, highway and transit networks, trip tables, and highway assignment results.
 - e. Coordinate with MPOs on update of New Jersey Statewide Model (NJSWM).
3. Support the MPO conformity processes.
 - a. Participate in all MPO interagency consultation group (ICG) activities.
 - b. Alert upper management on any potential disruptions to the capital program.
4. Assist in implementing Green House Gas (GHG) strategies
 - a. Support development on selected GHG plan strategies.
 - b. Participate in multi-state, state and regional GHG activities.
 - i. Work to advance the Transportation Climate Initiatives Electric Vehicle project.
 - ii. Participate in/support the multi-state Transportation Climate Initiative (TCI) Cap/Invest Technical Analysis workgroup as needed.
 - c. Help to advance NJ's state of practice in climate change adaptation planning.
 - d. Participate on the Clean Vehicles Working Group in support of New Jersey's Senate Bill S2252 and EO 100.
 - e. Participate in State initiatives relating to the Infrastructure Investment and Jobs Act (IIJA)
5. Assist in the State implementation of the CMAQ program
 - a. Assist in development of NJDOT CMAQ strategy to maximize air quality benefits
 - b. Develop the air quality benefits piece for the Department's annual CMAQ report.
 - c. Assist (when needed) in requesting funds and managing CMAQ projects.
 - d. Regularly convene a statewide working group on the CMAQ program including the three MPOs and NJ TRANSIT to ensure a coordinated approach to program implementation and regulatory requirements as well as project selection and implementation. Host NJ Air Quality Working Group meetings, which will occur as quarterly conference calls to ensure adherence to scheduling, data gathering, and technical analysis requirements.
 - e. Coordinate with MPOs to set/update targets for the CMAQ emissions reduction performance measures.
 - f. Monitor progress toward meeting established targets. Identify and address issues that might impact target attainment, particularly those related to project authorization and implementation.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Air Quality/Travel Demand Modeling Program – 4510025 / 5970
MANAGER: Sudhir Joshi, Manager
UNIT: Bureau of Statewide Strategies

- g. Facilitate CMAQ coordination and establish roles and responsibilities for each partner in the CMAQ emission analysis process. The coordination with MPOs and other relevant agencies in the CMAQ targets evaluation and project selection will include NJDOT, NJDEP, the U.S. Environmental Protection Agency, FHWA, NJ TRANSIT, DVRPC, SJTPO, NJTPA, and the consultant team.
- h. Ensure that all future CMAQ project analyses use rigorous quantitative methodologies and qualitative assessment of emissions reduction benefits.
- i. Ensure that all approved CMAQ projects have a demonstrated emissions reduction benefit, as established using the quantitative methodologies.
- j. Ensure that all projects and analyses utilize the FHWA CMAQ toolbox and similar approved methodologies to calculate project emissions reduction benefits.
- k. *Work closely with MPOs on Federal Authorization of CMAQ projects through regular meetings and project assessments.*

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Enhanced modeling capability- MOVES4. This will include obtaining the latest versions of all MPO models, in addition to installing the latest EPA emissions model- MOVES4.
2. NJDOT anticipated to start an update of the New Jersey Statewide Model (NJSWM).
3. Ongoing, effective coordination of MPO conformity process.
4. NJDOT will participate in GHG activities, subject to resource constraints. NJDOT will also participate in Every Day Counts Innovation for a Nation on the Move, State Transportation Innovation Council (STIC), NJ IJJA activities, Carbon Reduction Program, New Jersey Fuel Cell Task Force and National Electric Vehicle Infrastructure (NEVI) Formula Program. NJDOT will report State current 2-year and 4-year targets progress reports for the MAP-21 System Performance Measures final rule (PM 3) CMAQ Emissions Measures.
5. Ongoing support of the NJDOT's CMAQ program.
Organize and re-establish sessions for the New Jersey Air Quality Working Group.

TRAVEL:

TRB Annual Meeting, Washington DC - None

CONTRACTS:

New Jersey Statewide Model Update (**Stantec Consulting Services**) – \$750,000

EQUIPMENT:

None

STAFFING:

Simon Nwachukwu, Section Chief, Planning	1.0 py
Sushant Darji, Principal Engineer, Planning	1.0 py
Hirenkumar Joshi, Senior Engineer, Planning	<u>1.0 py</u>
Total	3.0 py

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Mobility and Accessibility Planning – 4510025 / 5700
MANAGER: Sudhir Joshi, Manager
UNIT: Statewide Strategies

MISSION / OBJECTIVE:

Develop measurable, cost-effective and targeted strategies to improve the mobility and accessibility for New Jersey's transportation users to enhance the quality of life for its citizens, support a vibrant state economy and conserve natural resources.

GOALS/ACTIVITIES:

1. Improve the Congestion Management System-21 (CMS-21) tool
 - a. Work with NJDOT-IT and OIT to update the servers for CMS-21 application.
 - b. Work with Consultant, NJDOT-IT and the Data Development Unit to update the Department's Congestion Management System (CMS-21) with new traffic volume data as it becomes available.
 - c. Maintain CMS network to include updated SRIs and mileposts and add links for additional NHS routes and principal arterials if needed.
 - d. Support and coordinate with MPOs and other agencies for the process of Performance Based Planning and Programming by fulfilling requests for data available from the CMS-21.
2. Prepare Mobility and Congestion Relief Program Problem Statements
 - a. Revise (as needed) the Problem Statement Development Process (PSDP) for high need signalized intersections to improve and formalize an overall new and more integrated process in coordination with the Complete Team to achieve agreement by all stakeholders to the new PSDP version.
 - b. Develop problem statements for up to 5 signalized intersection locations.
 - c. Assess ranking list for problem area interchanges and determine whether to update.
3. Develop congestion screenings for NJDOT's Mobility and Congestion Relief Investment needs
 - a. Develop Problem Statement project scoping screenings.
 - b. Develop full scope project assessments for CPSC meetings, including the CMS ranking and congestion priority rating, Probe Data Analytics (PDA) congestion scans and Straight-Line Diagrams (SLD).
 - c. Prepare the annual update for the Statewide Capital Investment Strategy document that may include preparing project pool rankings for the Mobility and Congestion Relief Program.
4. Coordinate and integrate Planning/Traffic Operations Systems & Support (TOS&S) and Mobility and Systems Engineering activities.
 - a. Organize and attend quarterly meetings to establish process and tracking protocols for performing, integrating and optimizing linkages between Planning and Operations. (on-going)
 - b. Collaborate with TOS&S and other Divisions and Regional Partners to research, devise, institute and evaluate new technologies and strategies, such as adaptive signal control, ramp metering, Integrated Corridor Management (ICM), "Green" technology, feasibility of transit signal priority, etc. (on-going)
 - c. Participate in TOS&S / Mobility & Systems Engineering Strategic Plan and applications and strategies by coordinating with Regional Partners (as needed), providing technical support, e.g., CMS analysis for ITS candidate corridors and conducting report reviews.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility and Accessibility Planning – 4510025 / 5700
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

GOALS/ACTIVITIES: (cont'd.)

5. Collaborate with the State MPOs, NJT, NJTA and other State agencies through the Complete Team meetings, and neighboring States through the Urbanized Area Coordination meetings for the system performance targets in the performance-based planning and programming process.
 - a. Track and report the progress made towards achieving System Performance Measures targets, adjust targets if needed.
 - b. Strategize in relation to the performance targets that were set.
 - c. Engage in conversation within the Department and the Complete Team on how the established and future targets support potential strategies documented in longer range plans.
 - d. Using the guidance and recommendations from the FHWA and University of Maryland's Center for Advanced Transportation Technology Lab (UMD-CATT Lab), engage the Complete Team to coordinate and collaborate on the development of New Jersey's strategy for addressing MAP-21 System Performance Measures: the analytical processes, assumptions, targets, and reporting (on-going).
 - e. Develop process to integrate the missing enhanced NHS roadway segments into the CMS-21 tool.
 - f. Explore the use of an analytical tool like Probe Data Analytics (PDA) Suite to do the analysis and result summaries (reporting) for MAP-21 System Performance Measures.
 - g. Establish processes for integrating, summarizing, and presenting archived operations data for performance-based planning (on-going).
 - h. Develop an annual bottleneck ranking process for the NJ Interstate Routes and State Routes to enhance annual problem statements development.
 - i. Participate in comprehensive training programs on the use of tools and data, such as PDA Suite, RITIS, SPATEL, INRIX data, etc. (on-going).
 - j. Develop a companion (or standalone) one page summary document that provides simplified progress reporting in meeting performance goals and targets.
 - k. Develop and use the new congestion tools to enhance mobility and reliability (on-going).
 - l. Incorporate tools (CMS-21, PDA Suite, SPATEL, etc.) to evaluate up to 3 recently completed projects for performance improvement, such as travel time reduction, speed increase, etc.

6. Engage with Regional Partners.
 - a. Coordinate with each MPO in their Congestion Management Process (CMP).
 - i. Attend two coordination meetings per MPO in their yearly update cycle.
 - ii. Provide expert guidance on tools provided, such as CMS-21 (on-going).
 - iii. Provide technical support to MPOs in their enhancement of a fully functional CMP (on-going).
 - b. Participate in the Probe Data Analytics Suite webinars and provide suggestions and comments to assist UMD-CATT Lab staff in further enhancing the tool to meet the needs of regional stakeholders (e.g., MAP-21 System Performance measures and targets, incidents, construction, etc.) (on-going).
 - c. Coordinate with The Eastern Transportation Coalition (TETC), the Coalition's Travel Information Services Committee meetings, ITS-NJ and TRANSCOM to further the collaboration, understanding, sharing and use of archived operations data, system performance tools and techniques and the communication of results to a wide range of audiences (on-going).
 - d. Provide congestion data to support Office of Community & Constituent Relations in meetings with local officials.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility and Accessibility Planning – 4510025 / 5700
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

GOALS/ACTIVITIES: (cont'd.)

7. Explore how to incorporate accessibility into the mobility and congestion relief planning process.
 - a. Survey how states are addressing accessibility in mobility and congestion relief planning programs including the identification of performance measures and targets.
8. Develop recommendations for including accessibility measures and targets into the mobility and congestion relief planning program problem statements and screening process and the alternative investment scenarios for the annual Capital Investment Strategy update.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Update the three servers for the Congestion Management System-21 application.
2. Utilize the Congestion Management System-21 tool to support project development/evaluation– Ongoing
3. Advance the Congestion Relief Problem Statement Development Process – Ongoing
 - a. Develop a list of problem area intersections using the revised Congestion Relief Problem Statement Development Process for problem area intersections.
 - b. Field check and initiate problem statements.
4. Respond to NJDOT's Congestion Relief Investment needs – Year Specific
 - a. 120 Problem Statement Project Scoping screenings; 10 Project Assessments for CPSC meetings.
 - b. Support one Capital Investment Strategy document for Mobility and Congestion Relief.
5. Advance Planning/Operations Relationship to Facilitate Linkage Opportunities (Complete Team) – Year Specific
 - a. Approximately four quarterly meetings with TOS&S (exact outcomes TBD).
 - b. Participate in innovative solutions to congestion relief, such as an Integrated Corridor Management (ICM) and adaptive signal control.
 - c. Participate in Strategic Plan of TOS&S through analytical support and congestion relief expertise.
6. Foster Performance-based Planning and Programming – Ongoing
 - a. Track progress made towards achieving targets and develop strategies for addressing the requirements of MAP-21 System Performance Measures Final Rule (PM3).
 - b. Adjust the targets for next performance period if needed based on the mid-year performance.
 - c. Continue to verify Traffic Message Channels (TMCs) in the latest version of NPMRDS dataset from PDA Suite by comparing to the most recent HPMS and SLD for MAP-21 System Performance Measures (PM 3).
 - d. In coordination with the MPOs and other State agencies, incorporate archived operations data (speed and incident data) into the planning process.
 - e. Engage in conversation within the Department and the Complete Team on how the established and future targets support potential strategies documented in longer range plans.
7. Engage with Regional Partners – Ongoing
 - a. Participate in MPO's CMP Advisory Committee, coordinate and provide technical support to the MPO's CMP processes.
 - b. Coordination with regional stakeholders through the Complete Team (Planning and Operations Collaboration).
 - c. Support the Office of Community & Constituent Relations with congestion data in meetings with municipal and county officials to address congestion related issues.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility and Accessibility Planning – 4510025 / 5700
MANAGER: Sudhir Joshi
UNIT: Bureau of Statewide Strategies

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025: (continued)

- d. Participate in the Probe Data Analytics Suite webinars and provide suggestions and comments to assist UMD-CATT Lab staff in further enhancing the tool to meet the needs of regional stakeholders, thereby enhancing project performance analyses in the Department.
 - e. Coordination with other groups (such as TETC, ITS-NJ, TRANSCOM) to further the use, understanding and collaboration of archived ops data and tools.
-
- 8. Explore how to incorporate accessibility into the mobility and congestion relief program.
 - a. Identify how other states incorporate accessibility.
 - b. Propose a strategy to incorporate accessibility into the mobility and congestion relief planning processes.

TRAVEL:

TRB Annual Meeting, Washington DC, January 5-9, 2025 – 2 attendees / 3 days - \$3600

CONTRACTS:

Consultant to update the CMS-21 processes (using available data) - \$80,000 each year.

EQUIPMENT:

None.

STAFFING:

Neha Galgali, Project Engineer, Planning	1.0	py
Disha Soni, Principal Engineer, Planning	1.0	py
Ifteker Bhuiyan, Engineer Trainee, Transportation	<u>1.0</u>	py
Total	3.0	py

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: SPR Program Management – 4510025 / 5395
MANAGER: Sudhir Joshi
UNIT: Statewide Strategies

MISSION / OBJECTIVE:

Manage the State Planning and Research (SPR) / Management System work program in compliance with federal and state program and financial requirements to support state policy, planning studies and programs.

GOALS / ACTIVITIES:

1. Manage CY 2025-2026 SPR/Management System Work Program.
 - a. Monitor federal agreement expenditures and secure modifications as needed.
 - b. Submit contract scopes of work, budget and/ or financial documents with the program modification preapprovals to FHWA for review and approval.
 - c. Prepare and submit 6- and 24-Months Progress report and hold progress report meetings with FHWA within 45 days of end of reporting period.
2. Prepare and authorize CY 2025-2026 SPR / Management system work program.
 - a. Hold early guidance meetings with FHWA.
 - b. Prepare year 2 (2026) Program.
 - c. Secure program approval and request authorizations for year 2 projects
3. Close out CY 2023-2024 SPR/Management System Work Program.
 - a. Prepare and submit Final Report and hold Final Report meetings with FHWA.
 - b. Complete Final Acceptance and closeout for projects.
4. Close out remaining projects of completed CY 2021-2022 program.
 - a. Prepare and submit Final Report for completed program projects.
 - b. Prepare and submit final acceptance requests to close out completed projects.
5. Streamline program delivery by monitoring existing practices to identify and recommend improvements.
6. Monitor FHWA guidance and rules for changes in planning requirements.
7. Provide support to the SPR job managers as the modifications and final acceptance requests occur and make sure that all supporting documents accompany modification and final acceptance requests, as applicable.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. CY 2025-2026 SPR/Management System Work Program Year 1 modifications. (Year specific)
2. Contract and program modification preapprovals and authorizations as appropriate. (Year specific)
3. 24- and 6-Months Progress report and meetings. (Year specific)
4. CY 2026-year 2 work program, program approval and authorizations (Year Specific)
5. CY 2023-2024 Final Report and closeouts (year specific)
6. CY 2021-2022 closeouts (year specific)

CONTRACTS / TRAVEL / EQUIPMENT:

None.

STAFFING PLAN:

Jaya Vatti Contract Administrator 2 .50 py

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

VISION AND MISSION:

The mission of the Bicycle and Pedestrian Program is to ensure the broadest implementation of the New Jersey Bicycle and Pedestrian Master Plan, the New Jersey Strategic Highway Safety Plan, NJDOT's Complete Streets policy, and FHWA's policies related to bicycle and pedestrian travel. The program seeks to promote and facilitate the increased use of non-motorized transportation on state and local roadways, including assisting with the planning and development of facilities for the use of pedestrians, bicyclists and micromobility and transit users, along with public education, equity, promotional, and safety programs for using such facilities.

Because New Jersey has a high number of bicyclist and pedestrian fatalities as a percentage of all traffic fatalities, many of the goals and activities relate to assisting with the planning, development and funding of projects to meet the needs of people who walk and bike, or who use transit and emerging micromobility modes and technologies. These activities also attempt to ensure that all NJDOT-funded studies, projects and programs include full consideration of non-motorized travel modes to increase active transportation while reducing bicyclist and pedestrian fatalities and serious injuries, particularly in traditionally underserved communities. To maximize effectiveness, a key objective is to collaborate with internal and external partners, such as the NJDOT Divisions of Statewide Planning, Project Management, Local Aid, and Traffic Engineering, other state agencies, Metropolitan Planning Organizations (MPOs), Transportation Management Associations (TMAs), counties, municipalities, and advocacy groups. Another key objective is to coordinate efforts with those funded by other programs, such as the Highway Safety Improvement Program (HSIP), the Congestion Mitigation and Air Quality (CMAQ) program and the Transportation Alternatives Set-Aside (TASA) program.

GOALS/ACTIVITIES:

1. Assist with the development of capital projects and grant -funded projects on New Jersey roadways to meet the needs of bicyclists, pedestrians and micromobility and transit users of all ages, abilities and backgrounds.
2. Ensure that studies, projects and programs in the Department include full consideration of bicycle and pedestrian needs whenever possible in accordance with state, federal, and Complete Streets policies.
3. Encourage and support the development and implementation of bicycle and pedestrian strategies, Complete Streets policies and multi-modal projects by MPOs, counties, municipalities, and TMAs.
4. Provide appropriate technical assistance and professional development opportunities to department staff, outside agencies, transportation professionals, bicycle and pedestrian advocates, and citizens throughout the state.
5. Disseminate information to local governments on Complete Streets and the planning, design, funding and implementation of bicycle, pedestrian and micromobility projects and programs throughout the state.
6. Assist MPOs, counties, municipalities, and the Department with efforts to increase the mode share of non-motorized and low-motorized travel on New Jersey's transportation network.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Task 1: Working in cooperation with various divisions within Capital Project Management (CPM), including the Bureau of Major Access, Right of Way, Access Engineering and Outdoor Advertising, provide input to projects seeking to obtain access to state highways. Review plans from a planning perspective and identify opportunities to implement Complete Streets by improving access, mobility and safety for bicyclists, pedestrians, and transit users of all ages, abilities and backgrounds. Coordinate and track this process.

- Fulfilling Goals 1 and 3
- Deliverables:
 - Recommendations to the Bureau of Major Access to encourage the provision of bicycle and pedestrian facilities on development projects along state highways
- Timeline: Ongoing
- Measure of Progress:
 - Number of projects for which recommendations are submitted

Task 2: Working in cooperation with the Division of Local Aid and Economic Development, provide input to local projects funded by state and federal grants. Review plans from a planning perspective to ensure that the designers of proposed bicycle and pedestrian facilities in those projects are aware of the 1) concerns of non-motorized travelers and 2) appropriate resources to consult when designing for them, such as the MUTCD, ADA, PROWAG, AASHTO and NACTO guidelines.

- Fulfilling Goals 1 and 3
- Deliverable: Planning guidance for the managers of grant-funded projects
- Timeline: Ongoing
- Measure of Progress:
 - Number of projects for which plans are reviewed and guidance is provided

Task 3: Coordinate with FHWA and others on bicycle and pedestrian design workshops and safety seminars to NJDOT and outside agency staff, professional planners and engineers, and safety and active transportation advocates. These trainings improve our efforts to help counties and municipalities apply best practices in design and countermeasures for bicycle and pedestrian safety. Utilize the Local Technical Assistance Program (LTAP) as much as possible.

- Fulfilling Goal 4
- Deliverables: Up to one design workshop or safety seminar per year
- Timeline: On going
- Measures of Progress:
 - Number of workshops and seminars held
 - Number of workshops and seminars attended

Task 4: Participate as Bicycle, Pedestrian and Micromobility Subject Matter Experts on Department committees such as Scenic Byways, Title VI/Environmental Justice, the Smart Growth I-Team, the ADA Unit and the Transit Village Task Force. Provide advice and expertise to the Department and other state agencies, the MPOs, the TMAs, Sustainable Jersey, Shaping NJ, the Chronic Disease Task Force, the NJ Healthy Communities Network, the Age-

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

Friendly NJ Task Force, the New Jersey Trails Council, the Hudson County Vision Zero Task Force, and other advisory groups in the state.

- Fulfilling Goals 4 and 5
- Deliverable: Provide planning and technical expertise and guidance.
- Timeline: Ongoing
- Measures of Progress:
 - Relevant meetings attended
 - Input provided

Task 5: Serve as Bicycle, Pedestrian and Micromobility Subject Matter Experts in the development and implementation of statewide and regional plans that affect non-motorized travel and vulnerable road user safety. This could include the New Jersey State Development and Redevelopment Plan (State Plan), the New Jersey Energy Master Plan and others. It also includes NJDOT's Long-Range Transportation Plan, Americans with Disabilities Act ADA/504 Transition Plan, Statewide Freight Plan and plans at other state agencies, such as the Division of Highway Traffic Safety's (DHTS) Highway Safety Plan and the Department of Environmental Protection's (NJDEP) Trails Plan. It also includes active transportation plans developed through the MPOs, the counties and local municipalities.

- Fulfilling Goals 4 and 6
- Deliverable: Provide planning and technical expertise and guidance.
- Timeline: Ongoing
- Measures of Progress:
 - Relevant meetings attended
 - Input provided

Task 6: In cooperation with the Division of Local Aid and Economic Development, assist in the selection of federal-aid Safe Routes to School grant funded infrastructure projects from a pool of applications from around the state.

- Fulfilling Goal 3
- Deliverables: List of SRTS projects awarded
- Timeline: Ongoing
- Measure of Progress: Number of SRTS grants awarded

Task 7: Address public concerns with regards to bicycle and pedestrian issues in New Jersey. In coordination with the Office of Constituent and Community Relations, answer questions as they arise in letters, phone calls, emails, or the Bicycle and Pedestrian mailbox on the NJDOT server. Respond to Commissioner referrals as needed.

- Fulfilling Goal 5
- Deliverables: Responses to requests for information/action
- Timeline: Ongoing
- Measures of Progress:
 - Number of responses
 - Commissioner referrals

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

Task 8: Maintain and enhance the New Jersey Bicycle and Pedestrian and Safe Routes to School Resource Centers by collecting and adding new information and administering the web sites, list serves and project databases. Develop and disseminate technical information on bicycle, pedestrian and micromobility policy, planning and design.

- Fulfilling Goals 3, 4 and 5
- Deliverables:
 - Disseminate information in response to requests and refer technical requests related to bicyclists, pedestrians and micromobility to various agencies and experts in the field through help desks and list serves.
 - Organize and deliver an annual Safe Routes Academy, including training for local coordinators, either at the NJ Bike and Walk Summit or as a stand-alone event.
 - Organize and deliver a 2025 Complete Streets Summit, including awards for local projects and champions.
 - Develop and conduct up to two (2) Pedestrian and Bicycle Safety Enforcement Trainings.
 - Convene and facilitate meetings for the NJ Bicycle and Pedestrian Advisory Committee (BPAC) and its subcommittees (currently Design, Safety, and Policy).
 - Develop up to two (2) topical and/or short research papers on key issues that affect New Jersey bicycle and pedestrian program activities.
 - Develop and deliver presentations on Complete Streets, Safe Routes to School and bicycle-, pedestrian- and micromobility-related topics. Organize workshops and participate on panels at appropriate forums such as TransAction, the NJ State League of Municipalities Annual Meeting, the NJ School Boards Association Annual Meeting, the NJ Planning and Redevelopment Conference, the NJ Bike and Walk Summit and others.
 - Research and develop criteria and strategies to assist with the implementation of New Jersey's Safe Routes to School (SRTS) program.
 - Assist the state SRTS Coordinator with technical requests and presentations on the SRTS program.
 - Track metrics to determine the effectiveness of New Jersey's SRTS program.
 - Assist the New Jersey Bicycle and Pedestrian Coordinator with technical requests, presentations and development of priority actions related to bicyclists, pedestrians, and micromobility for the 2025 Strategic highway Safety Plan (SHSP).
 - Continue to develop and distribute the NJ Walks and Bikes Blog that provides information on bicycle, pedestrian and micromobility planning, design, project development and other related activities.
 - Continue to develop and distribute the NJ Safe Routes Blog that provides information on SRTS programs and activities across New Jersey.
 - Continue to implement the NJ SRTS Non-Infrastructure Program as a partnership between NJDOT, the NJ Safe Routes Resource Center and NJ's eight Transportation Management Associations (TMAs). Train and supervise local SRTS coordinators to enable them to offer free technical assistance to communities with School Travel Plans, bicycle and pedestrian safety lessons, Walk and Bike to School Day events and Walking School Bus programs.
 - Develop and disseminate case studies of successful Complete Streets and SRTS projects in NJ.
- Timeline: One year
- Measures of Progress:
 - Quarterly progress reports for both resource centers are available.

Task 9: Assist the Bureau of Legislative Analysis with the review and revision of proposed legislation as it relates to bicycles, pedestrians and micromobility in New Jersey as needed.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

- Fulfilling Goals 2 and 4
- Deliverable: Research on best practices and recommendations for specific legislation
- Timeline: Ongoing
- Measures of Progress:
 - Legislative reviews

Task 10: Provide outreach to stakeholders and coordination with other agencies and partners by participating in meetings, conferences, workshops and panel presentations in New Jersey and around the country.

- Fulfilling Goals 4 and 5
- Deliverables: Presentations and participation at meetings and conferences as the opportunities arise
- Timeline: Two years
- Measures of Progress:
 - Presentations at grant information sessions across the state
 - Presentations at TransAction, the NJ State League of Municipalities Annual Meeting, the NJ School Boards Association Annual Meeting, the NJ Planning and Redevelopment Conference, the NJ Bike and Walk Summit and the national Walk/Bike/Places and APBP conferences

Task 11: Attend conferences, seminars, task forces, and webinars to obtain training on planning, policy, design, and/or funding for bicycle, pedestrian, and micromobility travel modes from FHWA, AASHTO, ITE, APA, NACTO, APBP and other providers.

- Fulfilling Goal 4
- Deliverables: Trainings attended
- Timeline: One year
- Measure of Progress:
 - Number of trainings attended

Task 12: Represent the Department on appropriate national committees and councils, such as the AASHTO Council on Active Transportation and the AASHTO Committee on Planning's Multi-Modal Task Force.

- Fulfilling Goals 4, 5 and 6
- Deliverables: Trainings and meetings attended
- Timeline: One year
- Measure of Progress:
 - Number of trainings and meetings attended

CONTRACTS: \$1,500,000.000 for two resource centers in Year 1

Bicycle and Pedestrian Resource Center: Total: \$750,000.00 for Year 1

A two-year work program involving data collection, bicycle, pedestrian, and micromobility policy research, local technical assistance and training, and professional development activities with the New Jersey Bicycle and Pedestrian Resource Center, which will begin on January 1, 2025. An RFP is under development for 2025-26.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

New Jersey Safe Routes Resource Center: Total: \$750,000.00 for Year 1

A two-year work program involving evaluation, technical assistance, and policy research associated with the federally funded Safe Routes to School Program with the New Jersey Safe Routes Resource Center, which will begin on January 1, 2025. An RFP is under development for 2025-26.

Total request: \$750,000.00 + \$750,000.00 = **\$1,500,000.000**

TRAVEL:

_ \$3,750,00 for state, regional and national conferences and meetings in SPR Year 1 (01.01.2025 – 12.31.2025)

March

- NJ Bike and Walk Summit, New Jersey, Date TBD, (four employees)- **\$400.00**

April

- TransAction Conference, Atlantic City, NJ, April 2025 (four employees) - **\$400.00**

June

- New Jersey Planning and Redevelopment Conference, New Brunswick, NJ, June 11, 2025 – June 13, 2025 (three employees) - \$1,200

October

- AASHTO Annual Meeting, Location and date TBD, (one employee) - **\$1,000.00**

Mileage, parking and tolls for business meetings - **\$750.00**

Total Travel: \$400.00+\$400.00+\$1,200.00+\$1,000.00+\$750.00 = \$3,750

EQUIPMENT:

None

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Programs (SPR) - 4510025 / 7000
MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

STAFFING:

Elise Bremer-Nei, Project Manager	0.65 py
Jeevanjot Singh, Section Chief	0.10 py
Nazhat Aboobaker, Section Chief	0.40 py
Khalid Shaikh, Project Engineer	0.50 py
Walid Jawawdeh, Project Engineer	0.65 py
Saidul Islam, Project Engineer	0.65 py
Marhaba Omer, Project Engineer	0.65 py
William Riviere, Principal Planner	0.75 py
Khalid Troumi, Principal Engineer	0.65 py
Mohammed Islam, Senior Engineer	0.80 py
Joseph Rapp, Senior Planner	0.65 py
Shannon Namey, Management Asst. 3	<u>0.80 py</u>
TOTAL:	7.25 py

Note: BSBPP staff salaries for Year 1 have been assigned to the HSIP, CMAQ, and SPR programs to ensure the salary for each staff member does not exceed 1.0 PY and there is no duplication between programs.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Local Concept Development-NJDOT/4510025/8000

MANAGER: Laine Rankin

UNIT: Local Aid and Economic Development

MISSION / OBJECTIVE:

To establish and identify locally lead projects other than the MPO supported studies for local initiatives through concept development that can be advanced in the local project delivery process using various Local Aid Programs delivered. This objective is to work with the appropriate local public agency in developing a Preliminary Preferred Alternative (PPA) that addresses transportation needs established in this phase. Also to assist the LPA in determining project local concept development key tasks such as coordination with stakeholders, and providing additional guidance of how to navigate through the federally funded project delivery process.

GOALS/ACTIVITIES:

1. Select participation on Consultant Selection Committee for advertisement of RFP.
2. Provide technical expertise and local knowledge towards the development of the Purpose & Need.
3. Participation on Project Selection Team to provide expertise towards identification of fatal flaws and selection of Preliminary Preferred Alternative at a planning level detail. Collaborate with the local sponsors as appropriate, to further incorporate multimodal planning context and coordination in the development of a Preferred Project Alternative (PPA).
4. Coordinate meetings with NJDOT SME's and the IRC as needed throughout the duration of a project. Also, coordinate with the respective MPO as needed throughout duration of the project (also limited scope projects including but not limited to CMAQ, ITS signal projects and Electric Vehicle Service Equipment projects). Occasional overtime may be necessitated on a particular study in order to complete reviews or provide guidance as necessitated by the project schedule, the political nature of the study and other time sensitive issues.
5. Participation on Interagency Review Committee to conduct periodic reviews as subject matter experts towards project eligibility and approval to advance to the next phase.
6. Approve LCD studies for selected projects and coordinate new LCD starts with MPO's and Local Aid. NJDOT will provide an ongoing list of CD studies to the respective MPO in the region; include the MPO as a stakeholder during the outreach component of the CD process. A copy of the final CD reports will be distributed to the respective MPO.
7. Conduct eligibility assessment activities such as: provide guidance to LPAs on eligibility requirements; conduct submission reviews, and make recommendations to the Local Aid Division for concurrence.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Local Aid will review and approve LCD the pertinent studies ready for advancement of federally funded projects that ensure full compliance with FHWA requirements associated with non-PODI and PODI projects (Goals 1, 4, 5, 6 and 7), and in ways that incorporate efficiencies in terms of the duration of the review process (Goals 2 and 3). Local Aid will explore supporting the local sponsors in the exploration of further opportunities to incorporate regional and local planning context, and coordinate new LCD starts with local sponsors and the Bureau of Program Resources (BEPR) (Goal 3). Local Aid will work with local project sponsors to provide guidance and serve as a liaison for coordination of subject matter expert reviews in the development of reasonable alternatives and strategies that address the purpose and needs statement, leading to the selection of a Preliminary Preferred Alternative (PPA) (Goal 3). Local Aid will work on eligibility assessment activities (Goal 7) with local sponsors advancing federally funded projects. Representative project examples include: Borough of Bernardsville Boylan Terrace Neighborhood Pedestrian Connection; Pedestrian Walkway Improvements Along Rt.53 and Tabor Road; Broad Street, East/West Grand Street Traffic Light Replacement, City of Elizabeth; Hoboken Electric Vehicle Fast Charging Station Project; Borough of Norwood: Broad Street Bridge; Route 539 Overpass (joint Kim/Smith); Union County Structurally Deficient Bridge Initiative; Town of Westfield North Ave. Corridor Pedestrian

Enhancements; Carteret Ferry Terminal Building; County Road 653/County Ave. Improvements; Passaic - Main Ave. Parking Deck Project; McBride Ave. Roundabout Project; Central Ave. Corridor Improvement Project; Electric Vehicle Charging Station and Fleet Expansion Project; Sinatra Drive Redesign Project; Kings Highway Pedestrian Safety Improvements; Route 539 Overpass (joint Kim/Smith); Route 72 Transportation & Safety Connector Project; Chestnut Ave. Safety Improvements and South Brunswick Signalized Intersection Improvements.

TRAVEL:

None

CONTRACTS:

No contracts are associated with this activity.

EQUIPMENT:

No equipment is anticipated with this activity

STAFFING:

Each individual listed represents .04 person year for this activity.

GLATFELTER, THOMAS
KHANDAKAR, MAHMOOD
PATEL, DEVEN
TODD, NICOLE
JAHAN, NUSRAT
MOJSOSKI, JONATHAN
VADEIKA, THOMAS
AHMAD, AHMAD
MADHUSHOODHANAN, AKHIL
GHALY, MIRIANA
MCCOMBS, FRANK
PATHAK, SHAILESH
BISWAS, ARNAB
PATEL, ASHISH
SHETH, PAVANKUMAR
THAKAR, ANKITKUMAR
VEMURI, SWARNA
AMIN, YATINKUMAR
COE, LAUREN
GONZALES, NENEBERT
MASCIANDARO, VINCENT
ORIAKU, KENNETH
SHAH, ALKA
WIRTZ, BRIAN
Project Management Specialist 1-D1
Engineer Trainee-D2
Project Management Specialist 3-D3
Project Management Specialist 1-D3
Engineer Trainee-D3
Project Management Specialist 2-DO
Project Management Specialist 2-DO

McEWEN, MARQUIS
KOMATREDDY, VANAJA
SEAMAN, JULIE
ADAMS, ALYSSA
LOVELESS, RICHARD
DESROSIERS-EDOURD, VANIA
YOUSSEF, CECIEL
AYOUB, NABIL
DORVIL, OSBEL
GIRGIS, BAHER
MIRANDA, PAUL
ZAKI, MENA
KHAN, JOHEB
PIMENTEL, HECTOR
SOMARATNA, KUMUDIKA
TURSI, RUBEN
WARD, TREMAINE
ANDRESCAVAGE, EDWARD
DARJI, VIJESH
KASPRZAK, FRANCIS
MCKENNA, LUCERO
SANJOSE, ARTURO
VILLEGAS, TYRELL
ZAMAN, QAMAR
Project Management Specialist 2-D2
Project Management Specialist 3-D3
Project Management Specialist 3-D3
Engineer Trainee-D3
Project Management Specialist 1-D4
Administrative Analyst 2

Total 2.44 person years for all staff-Local Aid for a total of \$251,302.26

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Statewide Goods Movement - 4510025 / 5340
MANAGER: Sudhir Joshi
UNIT: Office of Freight Planning (OFP)

Vision and Mission:

“Freight Moves NJ”

Vision: To support the development of an integrated intermodal goods movement transportation system in New Jersey that enhances mobility, network performance, and system reliability across all modes while considering economic development and smart growth opportunities. By working closely with FHWA, MPO’s, federal, state, and local agencies, and industry stakeholders, this unit will shape the policy, programs, and projects necessary to identify and address priority freight issues on, and that support, the State’s multimodal transportation system.

Mission: Through projects, planning and partnerships, the Office of Freight Planning facilitates the movement of freight through New Jersey. To this end, OFP endeavors to develop a safe, efficient, and integrated intermodal goods movement system throughout New Jersey’s diverse multimodal freight network that supports the operation and growth of the region’s critical freight related industries with strategic planning and investments in freight transportation infrastructure.

GOALS/ACTIVITIES:

1. **Freight Planning** - Coordinate and manage significant freight related studies, programs, or policy initiatives among all modes on behalf of the Department. (ongoing)
 - Implement 2023 State Freight Plan including programs and projects highlighted in the plan.
 - Continue to champion truck parking improvements throughout the state through dialogue with MPO partners and industry stakeholders (trucking, real estate, manufacturing, etc.). Update existing maps to identify current trends and issues relevant to stakeholders and identify opportunities to develop and broaden truck parking facilities.
 - Plan for and develop freight project problem statements for consideration into the NJDOT project pipeline.
 - Continue to plan for and grow the state’s Offshore Wind and Marine Highway Program facilitating interaction and partnership with stakeholders and industry partners.
 - Support the multimodal aspects of wind “farm” and associated freight, port, and logistics development.
 - Continue to integrate freight into the CPM and grants process (NHFP, BUILD, INFRA, etc.) and across NJDOT units to incorporate freight-based projects.
 - Raise awareness of the value of freight to New Jersey, including continued development and implementation of a Freight Social Media Program “Freight Moves NJ.”
 - Continue to develop, expand, and implement a Rail GIS layer for use by NJDOT as well as MPO/agency partners.
 - Work with partners and stakeholders to implement freight rail guidance priorities.
 - Maintain freight related mapping and update relevant data to support freight planning initiatives.

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Statewide Goods Movement - 4510025 / 5340
MANAGER: Sudhir Joshi
UNIT: Office of Freight Planning (OFF)

2. **Adherence to Federal Requirements** - Address Federal requirements regarding Freight Planning in close coordination with the State's MPO's. (ongoing)
 - Develop specific *Freight Performance Measures* and communication mechanisms to convey freight trends and assist in the alignment of freight investment and capital improvement strategies. Develop and/or enhance Multimodal freight data collection efforts, analysis tools, databases, and models on a state, regional or national scale.
 - Provide support of the *Freight Management System* to prioritize capital and freight projects and implement a routine timetable that will update and maintain system data.
 - Coordinate with public and private partners, including the MPOs and PANYNJ, on the state's Freight Advisory Committee. This group serves as a nexus of statewide freight planning and analysis. Manage the Freight Advisory Committee and related sub-committees that will serve as a forum and place for raising issues and concerns, identifying problems and needs, and proposing and discussing solutions for the freight industry.
 - Maintain data for the state's official National Highway Multimodal Network (NHMN), National Highway System (NHS) connectors, and intermodal connectors serving intermodal freight facilities. Serve a coordination function between and among stakeholders.
 - Implement IIA provisions related to freight and goods movement. Engage with staff in the new USDOT's "Office of Multimodal Freight Infrastructure and Policy".
 - Conduct continuous planning management to deliver a State Freight Plan on a 4-year cycle.
3. **Multimodal Freight Coordination and Participation** - Participate in and advance programs or projects that will promote greater usage of freight rail, marine highway, and other modal systems. (ongoing)
 - Assist the MPOs in their development and advancement of freight programs as needed. Provide SME.
 - Work with the Port Authority of New York and New Jersey, NJTPA, DVRPC, South Jersey Port Corporation, NJEDA, NYCEDC, and other regional partners to advance and improve the use of marine highway services at previously identified potential locations, such as Port Raritan, and investigate the opportunity for new services that may become available based on freight logistics and upland development opportunities.
 - Utilize the unit's Rail Bridge Management System as required by FRA to schedule and oversee inspection of active state-owned freight rail bridges. Inactive bridges are to be inspected for infrastructure preservation as needed.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Statewide Goods Movement - 4510025 / 5340
MANAGER: Sudhir Joshi
UNIT: Office of Freight Planning (OFF)

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Freight Planning

- Reduce adverse outcomes and increase actions highlighted in the state-wide 2023 Freight plan finalized December 2022.
- Obtain freight focused data identify and reduce fatalities on the state managed roadways.
- Increase SME knowledge and support at NJDOT.
- Identify, prioritize, and increase truck parking access on NHFN by implementing a plan and coordinating with other agencies to plan for or expand these existing facilities.
- Continue to plan for opportunities to expand the state's Offshore Wind and Marine Highway Program and structure to support supply chain resiliency and reduce truck VMT.
- Support and/or provide SME to obtain Federal Grants that benefit the region, facilitating the integration of insights, issues, and initiatives towards a more unified, regional (multi-state) approach to the planning process.
- Produce an updated social media video along with related Infographics to show and grow the value of freight to NJ as well as to highlight the lesser-known aspects of the movement of freight that support a safe and resilient goods movement system.
- Implement a "Rail Straight line Diagram" (track charts) associated with the State Rail GIS mapping system.

Federal Requirements

- Continue to establish and implement Freight Performance Measures and target settings as required by FHWA.
- Implement an FMS Support Procedure. Maintain data currency. Continue to implement the *Freight Management System* in the department's delivery process.
- Incorporate Freight Related Project into the department's Problem Statement process.
- Continue to update FHWA's various freight networks: NHFM, NMFN, CUFC, CRFC, etc.
- Produce 3 Freight Advisory Committee meetings and one FHWA supported workshop.

Coordination

- Assist the MPOs in their development and advancement of freight programs as needed.
- Execute a Task Order to support The Tuck Parking Profile – Part 2.
- Work with the PANYNJ, NJTPA, DVRPC, South Jersey Port Corporation and other regional partners to advance and improve the use of marine highway services at previously identified and investigate the opportunity for new services that may become available based on freight logistics and upland development opportunities.
- Utilize the unit's Rail Bridge Management System as required by FRA to schedule and oversee inspection of active state-owned freight rail bridges. active

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Statewide Goods Movement - 4510025 / 5340
MANAGER: Sudhir Joshi
UNIT: Office of Freight Planning (OFP)

CONTRACTS:

1	\$ 400,000.00	2027 State Freight Plan Scoping, Freight Advisory Committee, and project development and planning
2	\$ 230,000.00	On-demand Freight Plan Support
3	\$ 495,000.00	Truck Parking Profile – Part 2
4	\$ 200,000.00	FMS Support
5	\$ 150,000.00	Offshore Wind and Marine Highway Service Planning
6	\$ 200,000.00	Project Selection Support
7	\$ 125,000.00	Federal Grant Response Support

Total: \$1,800,000.00

TRAVEL:

Total: \$ 14,750.00

1	\$ 6,250.00	AASHTO Council on Water – 1 staff for three days \$1,950.00 Rail Transportation Annual Meeting – 1 staff for two days \$1,800.00 Data Management and Analytics – 1 staff for three days \$1,300.00 Annual Meeting – 1 staff for three days \$1,200.00
2	\$ 4,000.00	TRB Innovation Freight, Annual Meeting, NCHRP Panels
3	\$ 500.00	FMCSA Safety Seminar
4	\$ 4,000.00	NJ Railroad Association - National Highway Rail Grade Crossing Safety Conference

EQUIPMENT: N/A

STAFFING:

Janice Marino-Doyle	Program Specialist 4	0.90 py
Nipa Maniar	Project Engineer	0.90 py
Devyn Cordero	Assistant Planner	0.90 py
Planner/Engineer	Assistant	0.90 py

Total: 2.70 py

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Unmanned Aerial System – # 4510025 / 8500
MANAGER: Kimbrali Davis
UNIT: Bureau of Aeronautics, Unmanned Aerial System Program (UAS) Program

MISSION / OBJECTIVE:

Continuing with the institutionalization of the Unmanned Aerial System (UAS) Program that will support the planning for, growth and integration of UAS technology into the Department's transportation mission. UAS, often referred to as a drone, is an aircraft, without a human pilot onboard, controlled by an operator on the ground. The Program has adopted innovation as a standard practice and uses it regularly on projects.

The Program will provide guidance to various NJDOT divisions regarding best practices, risk management and regulatory compliance; provide input into development of NJDOT policies and procedures that integrate the utilization of UAS technology that impact nearly all aspects of highway transportation; and will provide a new perspective with improving operation, construction, inspection, and safety utilizing UAS technology. This program will ensure that NJDOT staff has easy access to up-to-date information about the UAS program and can see the value that UAS technology brings to the transportation projects

GOALS/ACTIVITIES:

1. Support the SPR Program Achievement of Transportation Choices (PATC) 2030 Goals (Ongoing)
 - a. Maintain & Renew Infrastructure
 - i. Ability to efficiently perform structural inspections and help determine the scope and progress of infrastructure projects. (Equipment Required)
 - b. Integrate Transportation & Land Use Planning
 - i. Ability to produce automated 3D maps and conduct railroad Right of Way surveys.
 - c. Increase Safety & Security
 - i. Ability to reduce personnel exposure to excessive heat, toxic fumes, or working high above a busy roadway.
 - ii. Work with Emergency Response Planning (4510025/5500) to explore use of drones to support 1) aerial surveys for hazard identification and 2) conduct post-storm damage aerial surveys to inform future vulnerability analyses and support repair and replacement design efforts.
 - d. Improve Mobility, Accessibility & Reliability
 - i. Ability to serve as a temporary mobility, reliability, and accessibility device by providing automated traffic volume data.
 - e. Operate Efficiently
 - i. Ability to reduce traffic congestion associated with lane closures and shoulder closures due to necessary routine maintenance operations.
 - f. Respect the Environment
 - i. Ability to greatly reduce the carbon footprint when compared to traditional equipment and maintenance operations.
 - g. Continue to Improve Agency Effectiveness
 - i. Ability to increase safety, increase efficiency, save time, and save money for the state transportation agency.
2. UAS Strategic Program Plan
 - a. Develop a strategic program plan based on the understanding of federal and state UAS regulation, legislation, and policy. (Ongoing)
 - b. Establish program procurement protocols such as a list of criteria to pre-qualify UAS consultants for NJDOT projects.
 - c. Develop standard operating procedures (SOP's) to support the UASP transportation missions. (Ongoing)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Unmanned Aerial System – # 4510025 / 8500
MANAGER: Kimbrali Davis
UNIT: Bureau of Aeronautics, Unmanned Aerial System Program (UAS) Program

GOALS/ACTIVITIES: *(cont'd.)*

- d. Finalize the development and implementation of the NJDOT UAS Operations Manual. (Ongoing)
 - e. Maintain a routine schedule for reviewing, updating, and implementing federal and state regulations, policies, procedures, NJDOT UAS operator credentials, training protocols and equipment inventory. (Ongoing)
 - f. Maintain and update recurring remote pilot in command (RPIC) training course and refresher program. (Ongoing)
 - g. Institutionalize the UAS missions to support federal highway projects and initiatives aligned with best practices established through Everyday Counts (EDC-5) - Unmanned Aerial Systems (UAS). (Ongoing)
 - h. Expand the ability of the UAS program to support Bridge Inspection, Construction Inspection, Environmental and Land Surveying, and Emergency Management of Flooding for drone technology integration and data deployment. (Ongoing). (Equipment Required)
 - i. Develop comprehensive plans for implementation, including additional equipment with high-resolution imaging, tunnel/hard to access areas, and light detection and ranging (LiDAR) capabilities; investment in supporting software for increased imaging and data processing; increasing the ability to store high volume data (secured UAS dedicated data warehousing); dedicated website for hosting community-friendly accessibility to share data. (ongoing)
3. Develop a Stakeholder Engagement Plan & NJDOT UAS Communications Plan
 - a. Develop a communications plan to proactively inform and educate the various NJDOT departments on the benefits of the UAS program.
 - b. Engage with stakeholders including law enforcement agencies, drone operators, and the public.
 - c. Establish a feedback mechanism to continuously improve the program.
 - d. Represent NJDOT to MPO's and other stakeholder meetings.
 4. Research and develop guidelines for record retention policies for state transportation agency data collected by UAS
 - a) Review federal laws such as the Federal Records Act and state specific record retention schedules to understand the legal requirements for record retention.
 - b) Study industry standards and best practices for data management in UAS operations.
 - c) Review existing record retention policies within the agency and identify areas for improvement.
 - d) Classify UAS data based on its type, sensitivity, and importance to the agency's operations.
 - e) Define how long each type of data should be retained to satisfy administrative, fiscal, legal, and historical requirements.
 - f) Regularly monitor compliance with the record retention policies and address any issues promptly.
 5. Innovative Research and Technology Transfer
 - a) Review current state of practices and new developments in the fields of American-made Drones, American-base Supporting technological platforms, and overall UAS Program Management. (Equipment Required)
 - b) Make enhancements to the Department's UAS fleet to align with industry best practices. . (Equipment Required)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Unmanned Aerial System – # 4510025 / 8500
MANAGER: Kimbrali Davis
UNIT: Bureau of Aeronautics, Unmanned Aerial System Program (UAS) Program

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Supporting the SPR Program Achievement of Transportation Choices (PATC) 2030 Goals
 - a. Continue to conduct UAS missions that support the key elements identified.
 - i. Capture high resolution pre-construction photos for an NJDOT funded rail and aeronautic projects (Ongoing) . (Equipment Required)
 - ii. Aerial photos and videos of structural inspections to support the scope and progress of infrastructure projects (Ongoing) . (Equipment Required)
 - b. Continue to work with the Division of Traffic Operations System & Safety to develop procedures that incorporate the use of UAS to increase safety, improve accessibility and efficiency. (Ongoing)
 - c. Continue to work with the Division of Planning, Multimodal and Grants Administration to develop procedures that incorporate the use of UAS in determining environmental resiliency, improving project monitoring and management. (Ongoing)
 - d. Develop a pilot program with Emergency Response Planning(4510025/5500) to explore the use of drones to support 1) conducting aerial surveys of NJDOT facilities for emergency and evacuation hazard identification and 2) to conduct post-storm damage aerial surveys to inform future NJDOT facility vulnerability analyses and support damage repair and replacement design efforts
2. UAS Strategic Plan
 - a. Continue to work with consultant team to develop strategic program plan scope of work. (Ongoing)
 - b. Continue to draft a series of documents that outline procurement protocols such as a list of criteria to pre-qualify UAS consultants for NJDOT projects. (Ongoing)
 - c. Continue to work with consultants on outline for key areas of information towards the development of a NJDOT website presence.
 - d. Continue to draft and update standard operating procedures (SOP's) to support the UASP. (Ongoing) . (Equipment Required)
 - e. Continue to establish a recurring remote pilot in command (RPIC) training course and refresher program. (Ongoing) . (Equipment Required)
 - f. Continue to institutionalize the UAS missions to support federal highway projects and initiatives aligned with best practices established through Everyday Counts (EDC-5) - Unmanned Aerial Systems (UAS). (Ongoing)
3. Develop a Stakeholder Engagement Plan & NJDOT UAS Communications Plan
 - a. Develop the NJDOT website presence to provide a UAS program information centralized site and raise awareness of the value UAS technology within the department.
 - b. Conduct knowledge transfer events (webinar, open house) to educate internal and external stakeholders (MPOs)
4. Research and develop guidelines for record retention policies for state transportation agency data collected by UAS
 - a. Establish secure and efficient data storage methods that ensure data integrity and accessibility.
 - b. Outline procedures for the safe and compliant disposal of data after the retention period ends.
 - c. Provide training to all relevant personnel on the new record retention policies.
5. Innovative Research and Technology Transfer
 - a. Purchases and upgrade to the Department's UAS fleet to ensure regulatory compliance. (Equipment Required)
 - b. Diversify the current UAS/Drone fleet and develop new checklists, maintenance procedures, and SOP's for new or upgraded UAS equipment. (Equipment Required)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Unmanned Aerial System – # 4510025 / 8500
MANAGER: Kimbrali Davis
UNIT: Bureau of Aeronautics, Unmanned Aerial System Program (UAS) Program

Contracts

UAS Strategic Program & Planning Services (FY 2025) \$750,000 (FY 2026) \$750,000

Travel

NJDOT Unmanned Aerial System Program (UASP) staff will travel to Unmanned Aircraft System (UAS) related meetings and training courses, inclusive but not limited to:

- TRB Annual Meeting
- American Association of State Highway and Transportation Officials (AASHTO) UAS/Drone Meeting
- UAS State Transportation Agency Peer Exchanges
- Metropolitan Planning Organization (MPO) Quarterly Meetings
 - Delaware Valley Regional Planning Commission (DVRPC)
 - North Jersey Transportation Planning Authority (NJTPA)
 - South Jersey Transportation Planning Organization (SJTO)

(FY 2025) - \$15,000 (FY 2026) - \$15,000

<u>SPR TRAVEL BUDGET BREAKDOWN 25/26</u>									
<u>Event</u>	<u>Number of Attendees</u>	<u>Name of Attendees</u>	<u>Registration</u>	<u>Travel</u>	<u>Parking/Uber/Tolls</u>	<u>Lodging</u>	<u>Meals</u>	<u>Total Cost</u>	<u>Total Cost of Attendees</u>
Northeast UAS Peer Exchange	2	David Nevil, Jake Basantis		State Car	\$100.00	\$350	\$150	\$600	\$1,200
FAA Drone/AAM (Advanced Air Mobility) Symposium	2	David Nevil, Jake Basantis	\$799.00	\$500	\$100.00	\$411.00	\$207.00	\$2,017.00	\$4,034.00
The Highway Engineering Exchange Program (HEEP)-UAS	2	David Nevil, Jake Basantis	\$950	\$700	\$200	\$567	\$150	\$2,567	\$5,134
TRB Annual Meeting	2	David Nevil, Jake Basantis	\$900	State Car	\$100	\$500	\$150	\$1,650	\$3,300
AASHTO -UAS Meeting	3	Maryiam Kazmi, David Nevil, Jake Basantis	2- Days Meeting Pass					\$625	\$1,875.00
MPO's Meetings	4	Kimbrali Davis, Maryiam Kazmi, David Nevil, Jake Basantis	Not required	State Car		N/A	N/A	\$50	\$150.00
<u>TRAVEL EXPENSE (APPROX)</u>									\$15,693.00

Equipment

The Drones used to support this program have a life expectancy based on number of missions and flight hours. These drones have begun to require increased maintenance to keep them flight operational which means they are approaching their life expectancy limit. As existing equipment is retired, the following American manufactured equipment is requested for replacement:

Quote for **one Skydio X10** that totals **\$28,184.07**.

- Hardware: \$18,714.40
- Software: \$4,200.00
- Warranty: \$4,898.00

Training: \$300.00

Skydio X10

(FY 2025) \$30,000 (FY 2026) \$30,000

Staffing

Kimbrali Davis	Manager, UAS Program	0.4
Maryiam Kazmi	Administrative Analyst 4	1.0
Shadman Mohammad	Principal Engineer	0.3
Michael Difrancescantonio	Aero Operations Specialist	0.3
Laura Alexander	Administrative Analyst 2	0.3
David Nevil	Program Specialist 1	1.0
Jake Basantis	Program Specialist Trainee	1.0
	Total Person-years	4.3

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Program – wide Procedures for Consulting with Federally Recognized Tribal Nations and Non-Federally Recognized Tribal Entities in NJ - 4510023 / 9999
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

MISSION / OBJECTIVE:

Develop procedures for consultation with the five (5) Federally Recognized Tribes (FRTs) who claim a cultural affiliation with the lands of the State of New Jersey and Non-federally Recognized Tribal Entities (NFRTEs) in NJ during the project delivery processes including development of the *Protocols for the Treatment of Human Remains Discovered during Archeological Investigations and Post-Review Discoveries*.

Consult with Native American tribal representatives from FRTs claiming an affiliation with the lands of the State of NJ, NFRTEs, FHWA staff and the NJ State Historic Preservation Officer and staff to develop internal procedures that describe how tribal concerns can be raised and addressed throughout the project delivery processes as required by Federal law, and the policies and directives of federal review agencies. Internal implementation procedures and training, as needed, will also be developed.

GOALS/ACTIVITIES:

The Division of Environmental Resources will continue to work on meeting the following Goals/Activities:

1. Complete Tribal Consultation Guidance:
 - a. Compile information from three MPOS and NJDOT into single document.
 - b. Submit and circulate documents for FHWA and SHPO review and comments.
 - c. Prepare transmittal for FHWA to send guidance to each FRT (and NFRTEs as appropriate) and discuss comments on procedures and the feasibility of executing a programmatic agreement with them.
 - d. Work with FHWA to seek guidance from FHWA resource center on how best to handle communication with tribal nations and identify appropriate tribal contacts for planning documents as well as circulating information to MPOs and others as appropriate.
 - e. Consider presenting procedures to the NJ Commission on Native American Affairs.
2. Continue internal coordination to include consultation with FRTs and NFRTEs as appropriate into NJDOT's Public Involvement Action Plan (PIAP).
3. Complete draft of Protocols for the Treatment of Human Remains, Burial Sites, and Associated Artifacts and Objects:
 - a. Circulate for review and comments to FHWA, SHPO, and internally.
 - b. Circulate for review and comments to the State Forensic Anthropologist.
 - c. With assistance from FHWA, seek guidance from FHWA Resource Center on how best to handle communication about procedures with tribal nations.
 - d. In coordination with FHWA, schedule discussions with FRTs (may require individual discussions with tribal nation representatives; consider having discussion before sending document out); Document discussions, ensuring that tribal concerns are documented thoroughly and accurately, and that any agreements are also documented thoroughly and accurately.
 - e. Prepare transmittal for FHWA to send to FRTs (and if necessary, send to NJ Commission on Native American Affairs and NFRTEs).
 - f. Address comments that have been received.
 - g. Prepare final procedures.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Program – wide Procedures for Consulting with Federally Recognized Tribal Nations and Non-Federally Recognized Tribal Entities in NJ - 4510025 / 9999
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

GOALS/ACTIVITIES: (cont'd.)

4. Develop programmatic agreement(s) [PAs] with FRTs willing to enter into such agreement.
5. Finalize Internal Procedures:
 - a. In collaboration with FHWA and SHPO, develop a plan for drafting, circulating, and executing PAs.
 - b. Develop appropriate briefing material to inform upper management of finalized procedures/ intent to pursue PAs.
 - c. Develop and implement internal (within NJDOT) and external distribution plans.
 - d. Develop training as appropriate.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

It is anticipated that Goals 1 through 3 will be accomplished in Calendar Year 2025.

TRAVEL:

No travel is anticipated at present; meetings are likely to be held virtually.

CONTRACTS: None

EQUIPMENT: None

STAFFING: Division of Environmental Resources

Sean Warren	Project Manager Transportation	0.01
Sean Ream	Environmental Specialist 4	0.10
Lindsay Thivierge	Program Specialist 2	0.10
	Total	0.21

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Transportation Improvement Programs (TIP/STIP) Preparation – 4510025 / 5985
MANAGER: Amy Polachak
UNIT: Capital Program Development

MISSION / OBJECTIVE:

Approval and execution of the Statewide Transportation Improvement Program that enhances the safety and mobility of the traveling public, preserves the infrastructure of the transportation system, and reflects sound long-range planning. To implement both highway and transit projects to achieve the statewide long-range transportation plan and capital investment strategy goals and objectives guided by an asset management, performance-based approach, among state, regional and local agencies in New Jersey.

GOALS/ACTIVITIES:

1. Administration of Federal Fiscal Years 2024-2027 STIP. (Year Specific)
 - a. Annual New Jersey Capital Program approved in June.
 - b. Modifications and Amendments will be processed to maintain an accurate and up-to-date TIP/STIP documents.
 - c. Initiate revisions to the STIP MOU regarding TIP Amendments and Modifications. Includes coordination with all federal planning partners (MPO, NJT, FHWA, FTA, NJDOT).
2. Initiate development of Federal Fiscal Years 2026-2029 STIP. (Year Specific)
 - a. Initiate process to collect updated costs and schedules via eCAP application.
 - b. Develop resource estimate for FY26-35.
 - c. Review FY2024 STIP Federal Planning findings and implement recommended changes where possible. Discuss with FHWA at quarterly meetings.
3. Budget Application maintenance and enhancement (eSTIP, eCAP) (ongoing).
 - a. Quarterly meetings with FHWA, will discuss changes to eSTIP.
 - b. Monthly meetings with MPO, NJT, will discuss changes to eSTIP.
4. Review Problem Statements (Ongoing) for advancement to Concept Development (ongoing).
5. Development of the Financial Element of the Transportation Asset Management Plan (TAMP) (Year Specific)
6. Coordinate the disbursement of draft Financial Management Plans to the MPOs and work with the Division of Project Management so that comments received from the MPOs are considered and if appropriate, included in final Financial Management Plans. (ongoing)

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Manage the FY 2024-2027 STIP (with six additional informational years)
 - a. New Jersey Legislature to pass and Governor to approve Appropriations Bill to establish Capital Program authority.
 - b. Execute the federal budget through modifications in the eSTIP application.
2. Initiate development of Federal Fiscal Years 2026-2030 STIP.
 - a. Initiate process to collect updated costs and schedules via eCAP application.
 - b. Develop resource estimate for FY26-35.
3. Maintain and enhance eSTIP and eCAP applications.
4. Complete Problem Screenings through the analysis of integrated department management systems for highest priority Problem Statements. Obtain approval to advance via Capital Program Coordination meetings.
5. Provide data to assist in the development of the financial element section of the TAMP and provide

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Transportation Improvement Programs (TIP/STIP) Preparation – 4510025 / 5985
MANAGER: Amy Polachak
UNIT: Capital Program Development

- budget data to support development of the annual consistency review.
6. Facilitate approval of Financial Plans for projects exceeding \$100m (federal).

TRAVEL:
None.

CONTRACTS:
2 year ESTIP task order modification update. anticipated execution July 1, 2025.
Estimate contract budget \$2.0m.

SUPPLIES:
\$1,500.00 1 laptop for staff to use in office.

STAFFING:

George Baier	Administrative Analyst III, IS	1.00
Nicole Daniel	Administrative Analyst III	1.00
Stephen Fowler	Administrative Analyst IV	1.00
Smruti Gariwala	Administrative Analyst III	1.00
Walter Lytwyn	Administrative Analyst II	1.00
John Micikas	Administrative Analyst IV	1.00
Vacancy	Administrative Analyst II	1.00
Evan Hason	Analyst Trainee	1.00
Vacancy	Supervising Administrative Analyst	<u>1.00</u>
TOTAL		9.00

Anticipate vacancies to be filled during CY2024

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980
MANAGER: Hardev Dave / Veronica Murphy
UNIT: Division of Project Management

MISSION / OBJECTIVE:

To sustain and improve New Jersey’s multi-modal transportation network by developing project plans in a manner that ensures multi-disciplinary reviews at the earliest stages.

Guided by Performance Based Programming and the Capital Investments Strategy, to wisely invest federal resources in a way that enables the Department to advance the project planning process as efficiently as possible.

NJDOT utilizes the Concept Development phase to assess the condition existing infrastructure within the project limits as well as to take note of nearby educational, cultural and other resources that could be affected by the project. During Concept Development, NJDOT Subject Matter Experts (SMEs) **an MPO planning representative (s)** and consultants assess a wide range of factors, including environmental impacts, pedestrian and bicycle accommodations, and compliance with the Americans with Disabilities Act within the project limits. Coordination with the respective MPO will be completed as needed throughout duration of the project for other projects in LCD (also limited scope projects including but not limited to CMAQ, ITS signal projects and Electric Vehicle Service Equipment projects).

Concept Development studies result in a Preliminary Preferred Alternative (PPA) that will fulfill the need and purpose of the project.

GOALS/ACTIVITIES:

1. Continue the use of FHWA-approved Term Agreements to advance projects through Concept Development in an efficient manner.
 - a. There are 12 three-year term consultant agreements executed, which was awarded in December 2020.
 - b. Each term agreement has a \$2 million cap, and individual task orders are capped at \$750,000.
 - c. Consultant selection processes such as Term Agreements, Multi-project, Group, Batch, and Bundled solicitations are FHWA-approved methods to save time and money while conforming to all federal requirements to ensure fair competition and equal opportunity.
2. FHWA has established a programmatic review process for CD reports for projects of varying complexity, including a robust review and approval process for those projects designated to be a Project of Departmental Interest (PODI).
 - a. FHWA approval of the CD report is required for CPC to advance PODI projects to PE.
 - b. The STIP/TIP is updated on a two-year cycle.
3. Those bridge and pavement projects proposed for advancement via the limited scope process are screened at the beginning of the CD phase to reveal any fatal flaws and uncover basic information.
 - a. Screenings are utilized to verify the appropriateness of a project advancing as a limited scope project, in which case it would advance from CD to FD, or if instead it should advance as a standard delivery project, which involves a more detailed CD study and a PE phase prior to FD.
 - b. Major elements of the screenings and studies are data collection, field investigations, internal coordination with subject matter experts and development of the scope of work and cost estimate.
 - c. NJDOT also performs screenings for other transportation needs such as drainage, safety, pedestrian, motorcycle, etc.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980
MANAGER: Hardev Dave / Veronica Murphy
UNIT: Division of Project Management

4. To ensure multidisciplinary reviews at the earliest stages, NJDOT Subject Matter Experts (SMEs), consultants and MPO planning representatives will assess a wide range of factors, including environmental impacts, project area and regional planning multimodal context and congestion needs, pedestrian and bicycle accommodations, and compliance with the Americans with Disabilities Act within the project limits. NJDOT will provide an ongoing list of CD studies to the respective MPO in the region; include the MPO as a stakeholder during the outreach component of the CD process. A copy of the final CD reports will be distributed to the respective MPO.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Utilize the federally funded term agreements to advance projects through Concept Development. Conduct Concept Development studies, as programmed in CY 2025, which have adequately assessed the community impacts for consideration by NJDOT and the MPOs, for advancement to preliminary engineering. We anticipate completing approximately 30 CD studies in CY 2025.

Six complex projects are currently receiving multi-year funding for Concept Development through the 2017-2018 SPR program. They will continue to advance through Concept Development in CY 2025 program year:

CR 501 (JFK Blvd), Rt 139 Conrail Viaduct Spans
Rt 3 EB, Bridge over Hackensack River and Meadowlands Pkwy
CR 527 (Old Bridge Turnpike) Bridge
Rt. 33, Wayside Rd to Rt. 71
South Main Street, Bridge over Washington Secondary (Conrail)
Route 33, Bridge over Manalapan Brook

2. Through collaboration with FHWA-NJ, NJDOT has revised the review process of CD reports in ways that ensure full compliance with FHWA requirements associated with non-PODI and PODI projects, and in ways that incorporate efficiencies in terms of the duration of the review process.
3. NJDOT will continue to screen bridge projects early in or prior to the planning phase to avoid time and money costs related to changes to project scope. MPO planning representatives will identify regional planning context needs relating to potential policy and compliance requirements.

TRAVEL:

None

CONTRACTS:

Existing contracts:

- 6 task order projects were initiated from the 12 term agreements in the 2021-2022 program are listed in the Multi-year Contracts table.
- Existing authorized agreements for CD studies for the following projects:
 - CR 501 (JFK Blvd), Rt 139 Conrail Viaduct Spans
 - Route 3 EB Bridge over Hackensack River and Meadowlands Parkway
 - CR 527 (Old Bridge Turnpike) Bridge
 - Rt. 33, Wayside Rd to Rt. 71

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980
MANAGER: Hardev Dave / Veronica Murphy
UNIT: Division of Project Management

- South Main Street, Bridge over Washington Secondary (Conrail)
- Route 33, Bridge over Manalapan Brook

New contracts:

- 12 term agreement task orders estimated at \$750,000 each for a total of \$9,000,00

EQUIPMENT:

None

STAFFING:

Division of Project Management: **0.33 person-years multiplied by 100 persons for a total of 33 person years.**

ADHIKARI, SUJANA	PRJCT MGMT SPECLST 2
PATEL, KIRAN	PRJCT MGMT SPECLST 3
AKHTAR, MALIHA	SENIOR ENGR TRNPRTN
ALAM, MUHAMMAD	PRJCT MGMT SPCLST 2
ASSAD, HANAA	PRJCT MGMT SPECLST 3
BANCROFT, KEVIN	PRJCT MGMT SPCLST 3
GANARAJAN, VASUDEVAN	PRJCT MGMT SPCLST 1
SCHWIERS, OGECHI N	PRJCT MGMT SPCLST 1
CARR, MICHAEL	PRJCT MGMT SPECLST 3
CHIVULESCU, NICULINA	PRJCT MGMT SPECLST 3
COLQUITT, WILLIE	PRJCT MGMT SPCLST 2
DALWADI, DIPAKKUMAR	ASST ENGR TRNPRTN
DALWADI, NISHARG	PRJCT MGMT SPCLST 1
DARCY, EDWARD	PRJCT MGMT SPECLST 3
DAVE, BHAGIRATH	PRJCT MGMT SPCLST 1

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980

MANAGER: Hardev Dave / Veronica Murphy

UNIT: Division of Project Management

STAFFING: (cont'd)

BURNS, VICTORIA	SR ENGR TRNPRTN
TRIVEDI, MEETA	PRJCT MGMT SPECLST 2
ACHARYA, HEENA	ASSISTANT ENGINEER
DEHNAM, RON	PRJCT MGMT SPECST 1
ESTRADA, JAVIER	PRJCT MGMT SPECLST 3
EZEUKA, PAUL	PRJCT MGMT SPECLST 3
FAROOQI, WAJIHA	PRJCT MGMT SPCLST 3
THAJUDEEN, ZUHAIL	ASSISTANT ENGINEER
PATEL, RAKESHKUMAR	ENG TRNE TRNPRTN
VIJAYAKUMAR, AMUTHA	PRJCT MGMT SPCLST 3
HAMEED, OMAR	PRJCT MGMT SPECLST 3
HEBERT, MELVIN	PRJCT MGMT SPCLST 1
HENRY, CHARLES	PRJCT MGMT SPECLST 3
HOSSAIN, MOHAMMED	SENIOR ENGINEER
HURST, AIMEE	PRJCT MGMT SPCLST 3
HUSSEIN, ALI	SENIOR ENGINEER
JIN, JAEYOON	SR ENGR TRNPRTN
KASBEKAR, MILIND	PRJCT MGMT SPECLST 3
KAUR, AMANDEEP	SENIOR ENGINEER
KAUSHAL, KUNALVIR	PRJCT MGMT SPECLST 3
KENNARD, AMY	PRJCT MGMT SPECLST 3
PATEL, NISHI	SENIOR ENGINEER
AI-ZAIN, HOUDA	PRJCT MGMT SPCLST 1
KURCON, PIOTR	PRJCT MGMT SPCLST 2
SHELAT, HEMANT	PRJCT MGMT SPCLST 1
VIOLA, JASON	ENG TRNE TRNPRTN
MAEVSKY, ALEXANDER	PRJCT MGMT SPECLST 2
MAEVSKY, ANDREW	PRJCT MGMT SPECLST 3
MARCELLUS, EVENS	PRJCT MGMT SPECLST 3
MCALLISTER, JAMES	PRJCT MGMT SPCLST 3
MEHTA, HEMABEN	PRJCT MGMT SPECLST 3
CHOKSHI, YOGESH	ENG TRNE TRNPRTN
MIDDLETON, LYNN	PRJCT MGMT SPECLST 3
MINSKY, JESSE	PRJCT MGMT SPCLST 3

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980
MANAGER: Hardev Dave / Veronica Murphy
UNIT: Division of Project Management

STAFFING: (cont'd)

SHUM, IGOR	PRJCT MGMT SPECLST 1
MOLAVI, TOWFIGH	SR ENGR TRNPRTN
MORTAJA, NADER	PRJCT MGMT SPCLST 1
NAJEM, FROZAN	PRJCT MGMT SPECLST 3
ISHAK, POULA	ASSISTANT ENGINEER
NEUPANE, PRADEEP	PRJCT MGMT SPCLST 3
OBIDIKE, ANTHONY	PRJCT MGMT SPECLST 3
PANDYA, SUNAY	PRJCT MGMT SPCLST 3
PATEL, CHIRAG	PRJCT MGMT SPCLST 1
PATEL, DISHITKUMA	SR ENGR TRNPRTN
PATEL, GAURANG	PRJCT MGMT SPCLST 2
PATEL, GIRISHKUMA	PRJCT MGMT SPECLST 3
PATEL, JAIMINI	PRJCT MGMT SPCLST 2
PATEL, MADHUSUDAN	SENIOR ENGINEER
PATEL, MEETA	PRJCT MGMT SPCLST 2
PATEL, PRIYANK	PRJCT MGMT SPCLST 2
VANEGAS, ANDRES	PRJCT MGMT SPCLST 1
PATEL, RAJENDRAKU	PRJCT MGMT SPCLST 1
PATEL, RASHMIN	PRJCT MGMT SPECLST 3
PATEL, SAGAR	ASSISTANT ENGINEER
PATEL, VANDNA	PRJCT MGMT SPECLST 3
PATEL, VIJAYKUMAR	PRJCT MGMT SPCLST 1
PATEL, VISHAL	PRJCT MGMT SPCLST 2
PATHAK, KETAKI	PRJCT MGMT SPCLST 2
PERWAIZ, NAJUM	SR ENGR TRNPRTN
RANA, DHANANJAY	PRJCT MGMT SPCLST 3
RAUZINO, DAVID	PRJCT MGMT SPCLST 3
RAVISHANKAR, KAMALAVATH	PRJCT MGMT SPECLST 3
SCHANNE, NATALIE	PRJCT MGMT SPECLST 1
HASHIM, SAJA	ASSISTANT ENGINEER
SHAH, BHAVESH	PRJCT MGMT SPECLST 3
SHAH, DINESH	PRJCT MGMT SPECLST 3
SHAH, PANKAJKUMA	PRJCT MGMT SPCLST 1
SHAH, SHIL	ASSISTANT ENGINEER

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – 4510025 / 5980

MANAGER: Hardev Dave / Veronica Murphy

UNIT: Division of Project Management

STAFFING: (cont'd)

DESAI, MAITRI	ASSISTANT ENGINEER
ELHOWARDY, OMAR	ASSISTANT ENGINEER
PARIKH, JAIMIN	ASSISTANT ENGINEER
TRAN, NAMGIAO	PRJCT MGMT SPCLST 2
TRIPATHI, KRISHNA	PRJCT MGMT SPECLST 3
UPADHYAY, ARPITA	PRJCT MGMT SPECLST 3
LONI, HISSEIN	ASSISTANT ENGINEER
VIJAYAKUMAR, SANGARANAT	PRJCT MGMT SPECLST 3
VILLANUEVA, DIANA	PRJCT MGMT SPCLST 3
WORTH, GEORGE	PRJCT MGMT SPECLST 3
YOUSAFZAI, POOJA	PRJCT MGMT SPCLST 2
YOUSOUFZAI, WAHIDA	SR ENGR TRNPRTN
RABIE, SAMER	PRJCT MGMT SPCLST 1

Total person years: 33

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Travel Projections - (4510025 / 5350)
MANAGER: Hardev Dave / Laine Rankin/Veronica Murphy
UNIT: Division of Project Management

MISSION / OBJECTIVE:

Provide technical expertise in travel projections and traffic analysis to various areas of NJDOT as it relates to traffic design data, pavement design data and future year travel projections.

To support various NJDOT units by projecting future travel volumes and developing related data to ensure that proposed projects have adequate capacity and are economically designed. The mission includes:

- Providing specific traffic analyses, e.g., regional vs. local travel characteristics determination, that may be required for project development/advancement
- Providing review, consultation, and advice to those units when travel projections and/or traffic analyses are undertaken by their consultants
- Providing planning support/input during concept development by participating in scoping meetings and plan reviews.

GOALS/ACTIVITIES:

1. Perform Travel Projections.

The Division of Project Management (DPM) relies on the Bureau of Transportation Data Development's (BTDD) Traffic Monitoring System-Traffic Volumes Data Collection Activity. DPM reviews BTDD's files for available data and requests counts if none are available to complete DPM's Travel Projections Activity. DPM worked with BTDD to develop an internal Data Warehousing project to make traffic counts (Phase I) and other traffic related information (Phase II) readily available to anyone in the Dept. This effort provides for immediate count access improving on the monthly updates located on the web site.

Additionally, consultant agreements include a provision in the standard articles requiring consultants to submit any traffic data to BTDD. This Activity-Traffic Monitoring System-Database Maintenance also provides the seasonal and axle correction factors necessary for calculating the projections under the DPM Travel Projections Activity. The DPM Activity also makes use of the BTDD activity of Weights and Speed Monitoring using WIM sites for classification. DPM also identifies locations of defunct WIM stations during Pavement screenings for consideration updating or repairing sites as related to the Infrastructure Renewal activity. DPM continually uses the Straight Line Diagrams, Road Inventory and Mile posting and the Functional Classification System and Federal Aid System Products in the Travel Projections Activity. The Division of Project Development and BTDD will reach out to the respective Departmental Unit prior overseeing the Transportation Air Quality/Travel Demand Modeling Program to coordinate with them prior to developing a Travel Projection. Results of the analysis will be shared with the unit.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Complete approximately 15 travel projections and other analyses/consultation requests. – year specific

TRAVEL:

N/A

CONTRACTS:

N/A

EQUIPMENT:

N/A

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Travel Projections - (4510025 / 5350)
MANAGER: Hardev Dave / Laine Rankin/Veronica Murphy
UNIT: Division of Project Management

STAFFING:

Dipakkumar Dalwadi	.01 py	Amandeep Kaur	.01 py
Victoria Burns	.01 py	Nishi Patel	.01 py
Heena Acharya	.01 py	Jason Viola	.01 py
Zuhail Thajudeen	.01 py	Towfigh Molavi	.01 py
Rakeshkumar Patel	.01 py	Yogesh Chokshi	.01 py
Mohammed Hossain	.01 py	Sagar Patel	.01 py
Jaeyoon Jin	.01 py	Poula Ishak	.01 py
Ali Hussein	.01 py	Dishitkuma Patel	.01 py

Total person years: 0.15

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Geodetic Survey and Survey Support – 4510025 / 5100
MANAGER: Alexander Didok
UNIT: Geodetic Survey

MISSION / OBJECTIVE:

To ensure projects are developed avoiding and or minimizing impacts to the human, manmade, and natural environments by gathering data for base maps

Geodetic Survey:

Maintaining and establishing a Control Network will help ensure that projects minimize impacts and therefore are in compliance with provisions of federal and state environmental regulations. Providing Control data for base mapping to identify these potential areas is a key function.

The primary mission of the New Jersey Geodetic Survey Unit are to preserve, maintain, densify and inspect the official control survey network, North American Datum 1983 (NAD83) and North American Vertical Datum 1988 (NAVD88), within the state as per Chapter 118 supplementing P.L. 1966, c. 301, to submit precise horizontal and vertical surveying data to the National Geodetic Survey (NGS) for inclusion into the National Spatial Reference System (NSRS); to establish Capital Program Management (CPM) design project specific primary horizontal and vertical control as needed; to give survey support to the Department of Transportation (DOT) mapping, photogrammetry, boundary determination and graphic information system (GIS) activities.

Survey Support:

Provide In-house Topographic Survey and Base Mapping for the Capital Program. Research and utilize newer mass data collection technologies such as Laser Generated Point clouds and Drone Photography.

GOALS/ACTIVITIES:

1. Establish monument data into the NSRS maintained by NGS to define NAD83 and NAVD88 framework. This is in compliance with State Law and is published by NGS on the internet for project and public use.
2. Establish vertical/horizontal control in deficient areas on the State for inclusion into NGS Integrated data Base (IDB) through campaign-style GNSS surveys using the NGS OPUS Project format.
3. Establish bench mark projects to tie together existing NGS published level lines.
4. Continue to establish vertical/horizontal control in deficient areas of the State.
5. Establish Project Control surveys for Photogrammetric, LiDAR and transit surveys in support of the Capital Program.
6. From Consultant derived Mobile LiDAR Scans, generate Topographic and Surface data during Concept Development for Capital Projects.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Through campaign style GNSS surveys using NGS OPUS Project format. Locations to be determined
2. Continue to establish vertical/horizontal control in deficient areas of the State. (Ongoing)
3. Establish photogrammetric control for multiple project base maps (TBD). (Year specific)
4. Establish Topographic Survey and Base Mapping for multiple Capital Projects. (Year specific)

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Geodetic Survey and Survey Support Services – 4510025 / 5100
MANAGER: Alexander Didok
UNIT: Geodetic Survey

TRAVEL: None

CONTRACTS:

Active 2024 Federal Survey Projects

1. Bridge Street, (CR 669), Bridge over Amtrak, M.P. 0.11, UPC #213010 Authorized \$138,817.41, FPED 12/31/2024
2. Route 173, Bridge over Mulhockaway Creek, M.P. 8.98, UPC #163380 Authorized \$107,610.41, FPED 12/31/2024
3. Rt. 138, GSP to Rt. 35, M.P. 0.37 to 3.52, UPC #154010, Authorized \$405,131.17, FPED 12/31/2024.
4. CR 527 (Old Bridge Tpk.) Bridge over Sayreville Secondary, M.P. 41.14 UPC #174150 Authorized, \$214,413.61 FPED 12/2/2024
5. Centre Street, Bridge over Amtrak, M.P. 0.07, UPC #153120 (approximated \$150,000) Authorized, \$182,347.80 FPED 12/2/2024.
6. Sidney Road (CR 617), Bridge over Lehigh Valley ML (NS) RR, M.P. 7.70, UPC #173070 Authorized, \$162,592.85 FPED 12/2/2024

Total Authorized = \$1,210,913.00

2025 Federal Survey Projects

1. Route 1, Route 1B to CR 533 (Province Rd. / Quaker Bridge Rd.) Resurfacing
2. Route 44, MP 9.40 to 10.28
3. Route 28, MP 3.07 to 4.18 and MP 4.7 to 6.12
4. Route 22 EB, MP 31.4 to 34.3
5. Route 40, CR557 (Tuckahoe Rd.) to Rite 54 Blue Anchor Rd. / Wheat Rd. (CR 619) Resurfacing
6. Route 23, MP 8.94 to 10.22
7. Route 42, Route 322 / CR 536 (Sicklervill Rd.) to CR 555 (Tuckahoe Rd. / Stagecoach Rd. Resurfacing
8. Route 1T, Pulaski Skyway to Service Rd. to Park Resurfacing
9. Route 30, MP 7.78 to 9.3 and MP 9.83 to 18.15
10. Route 206, MP 63.9 to 66.0
11. Route 202, MP 7.0 to 9.35
12. Route 29, Old River Rd. to Alexauken Creek Rd. Resurfacing
13. Rt. 23, Alexander Avenue to Highland Ave., MP 10.23 to 13.00 Resurfacing
14. Mid-block Crosswalk Improvements, Central
15. Systemic Backplate Pilot Program Central

Total = Approximately \$4,600,000.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Geodetic Survey and Survey Support Services – 4510025 / 5100
MANAGER: Alexander Didok
UNIT: Geodetic Survey

EQUIPMENT: NONE

STAFFING:

G. Krawtschenko, Tech 4	.80py	F. Andrascik, Tech 2	.80py
J. Romer, Engineering Tech 4	.80py	M. Iorio, Engineering Tech 2	.80py
Vacant, Tech 3	.80py	Christian Joya-Fernandez, Eng. Tech Apprentice	.80py
J. Bentsen, Tech 3	.80py	Mohammed Sadat, Eng. Tech Apprentice	.80py
D. Kopec, Tech 2	.80py	Vacant, Eng. Tech Apprentice	.40py
		Total:	7.6py

STATE PLANNING AND RESEARCH PROGRAM, 2025 -2026

ACTIVITY: Bridge Screening and Scoping – 4510025 / 6100
MANAGER: Kimberly Sharp
UNIT: Bureau of Structural Design and Geotechnical Engineering

MISSION / OBJECTIVE:

Develop well-defined and well-justified structural and Geotechnical scope of work to improve the condition of bridges in Poor Condition, Culverts, Unstable Slopes, Retaining Wall, and Sign Structures on the State system.

GOALS/ACTIVITIES:

1. Perform screenings and develop structural scope of work for the bridges in Poor Condition under Limited Scope Project Delivery, and Standard Capital Project Delivery.
 - a. From the list developed by the Bridge Management System, prioritize the list of structures for Deck/Superstructure in accordance with the limited scope program.
 - b. Verify with other units to see if any of these structures already programmed in any projects.
 - c. Review inspection reports for each structure.
 - d. Screen structures using recent inspection report and the bridge history to determine structural scope of work.
 - e. Prioritize and program structures to advance to Concept Development phase under limited scope program.
2. Perform screenings and develop structural and geotechnical scope of work for bridges in need of full replacement submitted to CPSC for disposition, discussion and recommendation to CPC under Problem Screening of the Standard Capital Project Delivery.
 - a. From the list developed and approved by the CPC, prioritize the list of structures for full replacement.
 - b. Verify with other units to see if any of these structures already programmed in any projects.
 - c. Review inspection reports for each structure.
 - d. Screen structures using recent inspection report and the bridge history to determine structural and geotechnical scope of work.
 - e. Prioritize and program structures to advance to Concept Development phase.
3. Perform screenings for Replacement of all deficient sign structures.
 - a. From the list developed by the Bridge Management System, group the sign structures based on the location in the State.
 - b. Program sign structures to proceed to the Concept Development Phase.
 - c. Perform field-screening inspection to evaluate various options for sign structure replacement.
 - d. Check conflicts with other projects.
 - e. Coordinate with other units and agencies.
 - f. Prepare the checklist for the structural portion as part of screening.
4. Review and Assist during Concept Development Phase for all projects (Limited Scope and Full scope project Delivery).
 - a. Attend meetings and act as Subject Matter Expert during Concept Development Phase.
 - b. Review and provide comments on the draft CD report.
 - c. Review and approve structural scope of work as part of CD process
5. Review and Evaluate the Project Technical Proposals and Assist in selecting the Design Consultants for multiple Bridge Rehabilitation/Replacement Projects as part of the Technical Evaluation Committee (TEC).
 - a. Attend meetings and act as Subject Matter Expert in the TEC.

- b. Review and Rank the Technical Proposals.
- c. Assist in the Consultant Selection Process

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Bridge Screening and Scoping – 4510025 / 6100
MANAGER: Kimberly Sharp
UNIT: Bureau of Structural Design and Geotechnical Engineering

- 6. Review and Evaluate New Technologies and New Product Submittal Packages for inclusion in the Standard Specifications and Qualified Product List associated with Bridge Construction.
 - a. Review the technical information and Standard Details of the Products and Technologies.
 - b. Assist in developing Evaluation Plans.
 - c. Witness Field Demonstration and Conduct Field Visits for inspecting Product Performances.
 - d. Assist in developing Standard Specifications for the New Product to include in the QPL through the BDC Process.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- 1. When condition of Deck/Superstructure of bridges drop below the criteria, Structural Evaluation group will develop the list of bridges. These bridges will be programmed after completion of screening.
- 2. When condition of bridges drop below the criteria, Structural Evaluation group will develop the list of bridges that need replacement. These bridges will be programmed after completion of screening.
- 3. When the sign structures in service come to the end of service life or some defect develops, the structural Evaluation will provide the list of these sign structures. These sign structures will be programmed to initiate Concept Development.
- 4. When Concept Development phase begins through Project Management, SME assistance will be provided.

TRAVEL:

Travel not anticipated for next fiscal year.

CONTRACTS:

None.

EQUIPMENT:

None.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Bridge Screening and Scoping – 4510025 / 6100
MANAGER: Kimberly Sharp
UNIT: Bureau of Structural Design and Geotechnical Engineering

STAFFING: Bureau of Structural Design and Geotechnical Engineering (Unit 509-13)

NO.	EMPLOYEE	TITLE	CY '25	CY '26
1	KIMBERLY SHARP	SES MANAGER	0.1	0.1
2	KUMAR SELVAKUMAR	SUPERVISING ENGINEER BRIDGE DESIGN	0.1	0.1
3	PARTH SHAH	SUPERVISING ENGINEER BRIDGE DESIGN	0.1	0.1
4	HARSHAD PATEL	PROJECT ENGINEER STRUCTURAL TRANS	0.1	0.1
5	HUMAYUN KABIR	PROJECT ENGINEER STRUCTURAL TRANS	0.1	0.1
6	MOHAMAD HASAN	PRINCIPAL ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
7	MOHAMMED FASIHUDDIN	PRINCIPAL ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
8	NICHOLAS FACAS	PRINCIPAL ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
9	ANDREW BRANIN	PRINCIPAL ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
10	MICHAEL WILCOX	PRINCIPAL ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
11	JUAN JAVIER	SENIOR ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
12	FARIA KASHEM	SENIOR ENGINEER STRUCTURAL BRIDGE DESIGN	0.1	0.1
13	ABDELLAH JBOUHA	ASSISTANT ENGINEER TRANSPORTATION	0.1	0.1
14	TASNIA KHAN	ASSISTANT ENGINEER TRANSPORTATION	0.1	0.1
15	PRAFULKUMAR BORAD	ASSISTANT ENGINEER TRANSPORTATION	0.1	0.1
16	ROBERT GAULD	ASSISTANT ENGINEER TRANSPORTATION	0.1	0.1
17	DONGHYUN KIM	ASSISTANT ENGINEER TRANSPORTATION	0.1	0.1
18	KIRAN RINGWALA	ENGINEER TRAINEE TRANSPORTATION	0.1	0.1
19	NISHTHA DESAI	ENGINEER TRAINEE TRANSPORTATION	0.1	0.1
20	SHIVAM PATEL	ENGINEER TRAINEE TRANSPORTATION	0.1	0.1
21	KIBRIA SAYEDUL	ENGINEER TRAINEE TRANSPORTATION	0.1	0.1
22	GAVIN SQUIRES	ENGINEERING TECHNICIAN 3	0.05	0.05
23	FRANCIS BURKE	ENGINEERING TECHNICIAN 3	0.05	0.05
24	PARTHIVKUMAR PATEL	ENGINEERING TECHNICIAN 1	0.05	0.05

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Rockfall Hazard Management System -4510025/6000
MANAGER: Kim Sharp
UNIT: Geotechnical Engineering Unit

MISSION / OBJECTIVE:

Research and development of state-of-the-art asset management practices as it relates to rockfall hazard to support further growth and assimilation of the RHMS asset management program into the State of New Jersey's overall Asset Management System. The RHMS directs State investments to monitor and evaluate inventory of NJDOT jurisdiction State and Interstate rock cut slopes and program implementation of rockfall hazard mitigation measures to reduce the frequency and severity of rockfall hazard impacts and improve the safety of the traveling public and improve infrastructure resiliency.

GOALS/ACTIVITIES:

1. Research tools and technologies that can increase the efficiency and accuracy of data collection using the Rockfall Hazard Rating System (RHRS), as it directly applies to the geology and climatology of the state of New Jersey and providing a means to incorporate new inspection data recently collected for previously mitigated slopes (on-going goal)
2. Increase the proportion of NJDOT maintained highway rock cut slopes rated "moderate" or "low" in the RHMS (on-going goal)
3. Maximize the effectiveness of State investments in rockfall mitigation on NJDOT maintained roadways using innovative cost-effective methodologies to evaluate rock slope hazards, maintain thoughtful and practical project development practices and conduct risk assessments to identify potential barriers to reaching target milestones and goals (on-going goal)

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Research tools and technologies that can increase the efficiency and accuracy of data collection using the Rockfall Hazard Rating System (RHRS), as it directly applies to the geology and climatology of the state of New Jersey and providing a means to incorporate new inspection data collected for previously mitigated slopes (on-going goal)
 - a. Conduct internal review of current NJDOT RHMS and external State DOT's RHMS data collection practices for accuracy, efficiency, innovation and timeliness of methodologies
 - b. Research and compile historic and current climate data to review climate trends as they apply to the state of New Jersey. Develop methods for anticipating, monitoring and recording potential climate impacts on rock/soil slope asset conditions
 - c. Investigate and re-evaluate site conditions and RHRS rating factors at locations experiencing rockfall events
 - d. Further development of a new RHRS category for previously mitigated slopes within the NJDOT inventory.
2. Increase the proportion of NJDOT maintained highway rock cut slopes rated "moderate" or "low" in the RHMS (on-going goal)
 - a. Develop appropriate project priorities and recommendations for Asset Management
 - b. Screen and program rockfall mitigation projects for implementation through Capital Project Delivery Process.
 - c. Develop Rockfall mitigation alternatives for implementation through NJDOT Operations Engineering

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Rockfall Hazard Management System -4510025/6000
MANAGER: Kim Sharp
UNIT: Geotechnical Engineering Unit

- 3. Maximize the effectiveness of State investments in rockfall mitigation on NJDOT maintained roadways using innovative cost-effective methodologies to evaluate rock slope hazards, maintain thoughtful and practical project development practices and conduct risk assessments to identify potential barriers to reaching target milestones and goals (on-going goal)
 - a. Review industry applications of innovative technologies and cost-effective methodologies to maximize use of funding. Make recommendations as appropriate.
 - b. Continue to collaborate closely with Project Design Consultants during Concept Development and Preliminary Engineering to achieve Preliminary Preferred Alternatives that avoid conflicts and accelerate graduation to Construction.
 - c. Develop long-term funding projections. Modify as necessary.
 - d. Conduct risk assessments to identify any potential barriers that may inhibit progress of project development and advancement through the Capital Project Delivery Process
 - e. Continue to determine inefficiencies in data collection, slope monitoring, design, and construction activities to identify activities or practices that can be updated or streamlined
 - f. Utilize internal and external subject matter experts, maintenance crews, Information Technology staff, etc. to ensure the most appropriate and effective design and collaborative delivery of projects.

TRAVEL: N/A

CONTRACTS: N/A

EQUIPMENT: N/A

STAFFING:

Amanda McElwain, Geologist 4	0.4 Person-years
Christina Comuso, Geologist 2	0.4 Person-years
Robert Stinson, Geologist 2	0.2 Person-years
Steven Tapanes, Geologist 1	0.2 Person-years
Jeremiah Martin, Geologist Trainee	0.2 Person-years

TOTAL 1.4 Person-years

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Geotechnical Asset Management Planning - 4510025 / 6010
MANAGER: K. Sharp
UNIT: Geotechnical Engineering Unit

MISSION / OBJECTIVE:

Transportation infrastructure supports the nation's economic growth and enhances communities with an acceptable level of safety, comfort, and reliability. Significant capital investments and ongoing expenditure and resources are required to continue to provide efficient and safe transportation services. Under the requirements set forth by Fixing America's Surface Transportation (FAST), State Department of Transportation (DOTs) are required to develop a risk-based, performance-driven transportation asset management plan (TAMP) that informs and guides the transportation management strategies, investment decisions, and long-term expenditure forecasts. Apart from bridges and pavement assets, most DOTs have very limited database regarding their geotechnical infrastructure (i.e., retaining walls, noise walls, slopes). The development of a complete geotechnical asset management database will assist the Department in making sound investment decisions to improve performance goals, reduce risk of physical failures, and improve system resiliency under natural hazards as specified by Moving Ahead for Progress in the 21st Century Act (MAP-21), FAST, and INVEST in America Act.

GOALS/ACTIVITIES:

1. Develop a new geotechnical database system.
2. Collect and record geospatially based data to populate the new geotechnical asset management database.
3. Research and develop of GPS enabled and mapping referencing system.
4. Research and develop cost-effective tools and methodologies to aid in the updating of the newly developed database.
5. Establish the appropriate data linkages, and/or manual methods, to enable the optimized flow of information to support the Department's decision-making.
6. Implement and improve project and structure identification system.
7. Share the benefits of established and new transportation-related technology with other agencies using Technology Transfer programs

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. The implementation of the database system, including structure of the database and how the data elements will be stored
2. The development of the data collection system, including the input and output data elements and the methodologies for collecting the data. Attend related conferences, committee meetings, and workshops to learn about new relevant technologies with other stakeholders
3. The development of a referencing system for field data collection and reporting. Attend related conferences, committee meetings, and workshops to learn about new relevant technologies with other stakeholders.
4. The development of a desktop level review process and followed by systematic field inspection process.
5. The integration of the database with the Department's existing systems, including Bridge Management System (BMS), TAMS - Transportation Asset Management System, Project Management Reporting System (PMRS), Capital Investment Strategy (CIS), and Rockfall Hazard Management System (RHMS). Attend related conferences, committee meetings, and workshops to learn about new relevant technologies with other stakeholders.
6. The integration of the projects and structures in an interactive GIS-based referencing system.
7. The contributions and participation in exchange of information and technology transfer through outreach, webinars, workshops, conferences, and other users' groups.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Geotechnical Asset Management Planning - 4510025 / 6010
MANAGER: K. Sharp
UNIT: Geotechnical Engineering Unit

TRAVEL:

Event	Year 1	Year 2
Event	Year 1	Year 2
SuperPile 2025, June 2025, Cleveland OH (2 Staff)	\$6,000	N/A
S3: Slopes, Slides and Stabilization, Date TBD, Location TBD (2 Staff)	\$6,000	N/A
48th Annual Conference on Deep Foundations, October 2025, Nashville TN (2 staff)	\$6,000	N/A
Transportation Research Board (TRB) 2026 Annual Meeting January 2026 Washington, DC (2 staff)	N/A	\$5,315
SuperPile 2026, Date TBD, Location TBD (2 Staff)	N/A	\$6,000
S3: Slopes, Slides and Stabilization, Date TBD, Location TBD (2 Staff)	N/A	\$6,000
Total:	\$18,000	\$17,315

Total: \$35,315

CONTRACTS:

Development of Geotechnical Assets, estimated.

Yr1: \$2,000,000 Yr2: \$3,000,000

Total: \$5,000,000

EQUIPMENT:

STAFFING:

Yr1:

M. Hussein	Supervising Engineer	0.35	D. Spell	Assistant Engineer	0.45
M. Sazo	Principal Engineer	0.35	A. McElwain	Geologist 4	0.15
R. Farag	Principal Engineer	0.40	R. Stinson	Geologist 2	0.10
K. Thomas	Principal Engineer	0.35	C. Comuso	Geologist 2	0.15
A. Ibrahim	Assistant Engineer	0.40	S. Tapanes	Geologist 1	0.10
C. Chan	Assistant Engineer	0.40	J. Martin	Geologist Trainee	0.10
M. Kamal	Assistant Engineer	0.20			
TOTAL PERSON YEARS					3.50

Yr2:

M. Hussein	Supervising Engineer	0.20	D. Spell	Assistant Engineer	0.35
M. Sazo	Principal Engineer	0.20	A. McElwain	Geologist 4	0.10
R. Farag	Principal Engineer	0.20	R. Stinson	Geologist 2	0.10
K. Thomas	Principal Engineer	0.20	C. Comuso	Geologist 2	0.10
A. Ibrahim	Assistant Engineer	0.15	S. Tapanes	Geologist 1	0.10
C. Chan	Assistant Engineer	0.15	J. Martin	Geologist Trainee	0.10
M. Kamal	Assistant Engineer	0.15			
TOTAL PERSON YEARS					2.10

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Geotechnical Asset Management Planning - 4510025 / 6010
MANAGER: K. Sharp
UNIT: Geotechnical Engineering Unit

Overtime - \$45,000 per CY budget to utilize the subject matter experts that are sufficiently involved to ensure that the requirements of the program are properly implemented in every aspect of this system. This work involves after-normal-hours work and weekends due to high volume. After establishing the inventory database, the team will be doing advanced asset management, risk assessment management, enhanced deterioration modeling, preservation modeling, and projects.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Geotechnical Resource Program- 4510025 /6020
MANAGER: K. Sharp
UNIT: Geotechnical Engineering Unit

MISSION / OBJECTIVE:

Develop and support sustainable management policies to preserve and renew New Jersey Department of Transportation's (NJDOT's) infrastructure as a component of the State of New Jersey's Asset Management System and improve transportation infrastructure resiliency. The primary mission of the Geotechnical Resource Program (GRP) is to provide ongoing Geotechnical Engineering and Geology support to the NJDOT's Geotechnical Engineering and Geology Office to (1) preserve the condition of the current assets, (2) improve the performance and the resiliency of the system, (3) protect the system against extreme events and climate change, (4) implement sustainable infrastructure, and (5) optimize the State's available budget, resources, workforce, and investments.

GOALS/ACTIVITIES:

1. Develop tools and techniques to improve transportation project development and infrastructure lifecycle costs. (On-going goal)
2. Develop tools and techniques to forecast and mitigate transportation systems' negative environmental impacts. (On-going goal)
3. Develop tools and techniques for sustainable design and construction. (On-going goal)
4. Develop tools and techniques for preventative maintenance. (On-going goal)
5. Improve policies and operations. (On-going goal)
6. Provide Technology Transfer with training. (Year-specific goal)
7. Develop tools and techniques to identify and prioritize geotechnical information associated with NJDOT "mission critical" facilities and assets to support NJDOT capital program, operations, planning, environmental, safety and emergency management projects and programs. (On-going goal)

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Evaluate and refine existing NJDOT pay items and associated specification language to enhance the cost-effectiveness of transportation project development, while also developing tools to review the vulnerability and resiliency of structures entails creating assessment methods to evaluate how well buildings and infrastructure can withstand various challenges. These tools help identify weaknesses and areas for improvement, enabling the implementation of measures to enhance structural integrity and overall resilience, especially in the face of natural disasters and other threats.
2. Create Environmental Product Declarations (EPDs). These EPDs provide standardization information on the environmental impact of different geotechnical options, aiding in the New Jersey Department of Transportation (NJDOT) and other stakeholders in making well-informed decisions for infrastructure projects. By offering comprehensive insights into aspects such as material sourcing, energy use, emissions, and waste generation, EPDs empower decision-makers to choose geotechnical solutions that not only meet performance and safety standards, but also align with sustainability objectives.
3. Select, examine, and test cutting-edge environmentally sustainable materials and energy-efficient geotechnical techniques. This includes optimizing the design of foundations and retaining structures for enhanced efficiency. It also encompasses the management of geotechnical waste, entailing the development of methods for the responsible management and disposal of wastes materials generated during geotechnical construction and maintenance efforts. The primary emphasis of this goal is on promoting recycling and repurposing of geotechnical materials, with the aim of reducing the environmental footprint and preserving valuable resources whenever feasible.
4. Create tools and techniques for proactive maintenance, focusing on the identification of vulnerabilities and deterioration of geotechnical assets. This initiative includes the development of predictive maintenance models that leverage historical data and real-time monitoring to forecast maintenance requirements.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Geotechnical Resource Program- 4510025 /6020
MANAGER: K. Sharp
UNIT: Geotechnical Engineering Unit

Additionally, the program establishes thorough policies and guidelines to address risks associated with scour and erosion, promoting a comprehensive approach to maintenance and asset preservation.

5. Assist in the development of related design guidance, construction specifications and quality assurance test procedures to aid in the successful implementation of new methods and technologies.
6. Deliver training to NJDOT staff, and county/municipalities/consultant engineers. Select and coordinate webinars and training on geotechnical engineering and geology topics.
7. Inform NJDOT capital program, operations, planning, environmental, safety and emergency management program staff of “mission critical” facility and asset geotechnical concerns based on the research and findings identified in (accomplishments) 1 – 4.

TRAVEL:

CONTRACTS:

Yr1: \$300,000 Yr2: \$300,000

Total: \$600,000

EQUIPMENT:

STAFFING:

M. Hussein	Supervising Engineer	0.20	D. Spell	Assistant Engineer	0.20
M. Sazo	Principal Engineer	0.20	A. McElwain	Geologist 4	0.10
R. Farag	Principal Engineer	0.20	R. Stinson	Geologist 2	0.10
K. Thomas	Principal Engineer	0.20	C. Comuso	Geologist 2	0.10
A. Ibrahim	Assistant Engineer	0.20	S. Tapanes	Geologist 1	0.10
C. Chan	Assistant Engineer	0.20	J. Martin	Geologist Trainee	0.10
M. Kamal	Assistant Engineer	0.20			
TOTAL PERSON YEARS					2.10

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Concept Development – Environmental Support Services – 4510025 / 5111
MANAGER: Tina Shutz – Executive Manager
UNIT: Bureau of Landscape Architecture and Environmental Solutions, Office of Environmental Solutions and Office of Environmental Engineering

MISSION / OBJECTIVE:

To support the Division of Project Management in sustaining and improving New Jersey’s multi-modal transportation network by providing SME input and guidance early in the design process.

The Bureau of Landscape Architecture and Environmental Solutions (BLAES) identifies environmentally sensitive areas within each project study area and provides input on ways to avoid and or minimize impacts to the natural and man-made environments. These environmental parameters will be considered in the development of the Preliminary Preferred Alternative (PPA) while balancing the transportation needs identified in this phase. Based on sufficient environmental analysis, the appropriate NEPA classification will be determined (Categorical Exclusion, Environmental Assessment, or Environmental Impact Statement) for the PPA that will be prepared in the next project development phase. BLAES also will complete the NEPA document for projects that are Limit Scope.

GOALS/ACTIVITIES:

1. Provide feedback during the screening phase for those bridge and pavement projects proposed for advancement via the limited scope process to reveal any fatal flaws and identify constraints. Ensure thorough and comprehensive environmental constraint analysis is conducted during the screening phase which is consistent with the FHWA planning and environmental linkages approach for CD projects.
2. Environmental screenings are conducted for each project identified by the Division of Project Management under ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2024 for 4510023/5980. Criteria evaluated include wetlands, flood plains, cultural resources, 4(f) properties, EJ populations, among others.
3. Prepare Categorical Exclusion documents for limited scope projects that advance directly from CD to FD. These projects are identified by DPM.
 - i) Conduct field review as needed.
 - ii) Complete appropriate technical studies/analysis as required for NEPA compliance.
 - iii) Seek review agency, stakeholder and public comments as appropriate to evaluate the PPA.
 - iv) Prepare appropriate NEPA and other (Section 4(f), MOA, etc.) documentation required to define environmental constraints that must be considered in Final Design
4. For Bridge projects, conduct sufficient Hydrology and Hydraulic calculations within the CD phase to best guide the alternative analysis and selection to avoid time and money costs related to changes to project scope.
 - i) Select the appropriate alternative that will comply with the NJ Department of Environmental Protection Rules.
 - ii) Determine whether terrestrial crossing will need to be considered under these Rules.
5. Ensure socioeconomic factors, particularly community concerns related to Environmental Justice, livability, sustainability, and quality of life issues are identified and considered in the initial project development phases.
6. Determine the appropriate environmental document consistent with NEPA requirements for the PPA.
7. Ensure appropriate community involvement has been initiated to fulfill NEPA requirements.
8. Ensure community involvement is conducted in compliance with the NJDOT Public Involvement Plan.
9. Participate in Project Meetings to understand design decisions that are being made and to provide timely input regarding environmental concerns and constraints.
 - i) Ensure the avoidance and/or minimization of impacts to environmental resources is considered during project development, in accordance with local, state and federal environmental regulations.
 - ii) Ensure mitigation requirements for impacts to environmental resources are understood and included in the project during project development to facilitate obtaining approvals from permitting agencies.

- iii) Provide input regarding the project schedule (PE and FD) based on required environmental approvals and coordination with permitting agencies.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Prepare environmental screenings for inclusion in CD reports for those FY 2025 projects identified by DPM (Goals #1 and 2)
2. Identify appropriate bridge PPA that will comply with NJDEP Flood Hazard Regulations. (Goals# 3 and 4)
3. Identification of probable NEPA classifications for PPAs (Goals #5, 6, 7 and 9)
4. Prepare NEPA documents for the 2025 Limited Scope projects identified by DPM.(Goal 3 and 8)

TRAVEL:

N/A

CONTRACTS:

N/A

EQUIPMENT:

N/A

STAFFING:

See below:

OES, OEE and OLA Year 1

Martinez-Collins, Monica, Env. Specialist Train.	.35py	Kuntz, Rob Lands. Des. 3	.10py
Bevans, K., Env. Engineer 4	.25py	Lisa, Galen, Assist. Eng.	.25py
Bird, Jarret, Env. Specialist 1	.35py	Maher, Brian, Lands, Des. 3	.10py
Dill-Wendrzycki, Sue, Env. Specialist 3	.35py	McSulla, Jessica, Lands. Des. Train.	.10py
Bird, Robert, Env. Specialist 4	.35py	Metzler, Jesse, Env. Specialist 2	.35py
Blick, Sandra, Section Chief Engineering	.10py	Mikusa, J. P., Env. Specialist 4	.35py
Boenning, Brittin, Lands. Des. 1	.10py	Mousa, Domenica, Env. Specialist 2	.35py
Chan, Yat, Lands. Des. 1	.10py	Nguyen, Henry, Asst. Engineer Trans.	.25py
Cheney, Amber, Sect. Chief Env.	.05py	Pajak, Sean, Env. Specialist 1	.35py
Cyr, Philip, Landscape Designer 3	.10py	Stork, Melissa, Env. Specialist 1	.35py
Davis, Lana, Landscape Designer 2	.10py	Patel, Kairavi, Env. Specialist 3	.35py
Dekovitch, Rachel, Env. Specialist 4	.35py	Popolo, Gabrielle, Land. Des.1	.10py
Doherty, Morgan, Env. Specialist 3	.35py	Rey, David, Assist. Eng.	.10py
Dolge, Robert, Landscape Designer 3	.35py	Rodriguez, Smerline, Lands. Des. 1	.10py
Donne, Irene, Env. Specialist 2	.35py	Swanton, Kristin, Env. Specialist 3	.35py
Eelman, J., Principal Env. Engineer	.25py	Townsend, Ian, Env. Specialist 2	.35py
Fairfax, Brenna, Sect. Chief Env.	.05py	Vaidya, Charu, Env. Specialist 3	.35py
Ferris, Ariela, Env. Specialist 3	.35py	Wilityer, M., Env. Specialist 3	.35py
Henry, Sean, Princ. Engineer Trans.	.25py	Wright, Nicholas, Landscape Designer 1	.10py
Venkatesulu, Benjamin Env. Serv. Train	.35py	Patel, Monica	.25py
Joseph Russell Env. Serv. Train	.35py	LeBon, Hannah, Env. Serv. Train	.35py

Total Person Years: 9.55 Current vacancies: 3 Engineers, 2 Env. Spec. , 1 Lands. Des.

General instructions: DO NOT change format. Enter all text in standard 10 pt. Times New Roman font.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: New Jersey Scenic Byway Program Management- 4510021 / 5600
MANAGER: Tina Shutz
UNIT: Bureau of Landscape Architecture and Environmental Solutions

MISSION / OBJECTIVE:

To work with the byway groups on ways to increase awareness of the individual New Jersey Scenic Byways and in developing marketing resources, branding, and tools for the Program and the individual byway organizations. Expand on the sustainability of the NJ Scenic Byways Program and the individual byway organizations with the improvement of a strong network and partnerships that are more effective. Work with the byways' sponsors on matters relating to the role of intermodal transportation in facilitating mobility with respect to travel and tourism activities; and to ensure compliance with FHWA requirements.

GOALS/ACTIVITIES:

1. Show the benefit of the NJ Scenic Byways Program and the individual byways in building stronger long-term economic communities through byway marketing and promotion.
 - a. With the assistance of a consultant, support a website for the NJ Scenic Byway organizations to use to expand awareness and usage of the program and of the individual byways.
 - b. Communicate with the NJ Tourism organizations regarding the opportunity to promote the NJ Scenic Byways and expand on the knowledge of what the individual byways have to offer.
2. Advance the sustainability of both the program and individual byways and ensure endurance and energy to strengthen the NJ Scenic Byways Program.
 - a. Maintain the role of the Scenic Byway Advisory Committee and hold two meetings per year.
 - b. Continue to work with the byway organizations with the development of partnerships that can assist with sustainability related priorities for the individual byways and resources needed by the byway organizations to address these priorities.
 - c. Maintain ongoing conversations with individual byway groups as they update their priorities and goals in their Corridor Management Plans.
3. Assist the state byways in facilitating mobility with respect to travel and tourism activities.
 - a. Provide information, advice, and recommendations to the byways on matters relating to the role of intermodal transportation in facilitating mobility with respect to travel and tourism activities.
 - b. Assist state designated byway with signing its route.
 - c. Assist new designated byways with adding "national" logo to wayfinding signs.
 - d. Inform MPOs of multi-modal mobility needs or concerns identified through the Scenic Byways Program process.
4. Complete and close the Scenic Byway Projects awarded through previously received National Scenic Byway Grant Cycles.
 - a. Delaware River Scenic Byway: Land Acquisition – Devil's Tea Table.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- 1)
 - a. Continue to support website for use by the NJ Scenic Byway Organizations.
 - b. Ongoing communication with NJ Tourism Organizations for promotion of NJ Scenic Byways.
- 2)
 - a. Continue to hold 2 meetings per year with the Scenic Byway Advisory Committee.
 - b. Advance conversations with byway groups on maintaining sustainability and creating partnerships that can benefit their byways.
- 3) Assist with signing the byways for state and National Scenic Byway Designation.
- 4) Complete and close out the last remaining project from the federal funded grants.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: New Jersey Scenic Byway Program Management- 4510025 / 5600
MANAGER: Tina Shutz
UNIT: Bureau of Landscape Architecture and Environmental Solutions

TRAVEL:

None

CONTRACTS:

None

EQUIPMENT:

None

STAFFING:

John Mikusa Environmental Specialist 4, Environmental Solutions .25 PY

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Emergency Response Planning (4510025 / 5500)
MANAGER: Robert M. Burd
UNIT: Office of Emergency Management, Security, and Response

MISSION / OBJECTIVE:

To build, sustain and improve New Jersey Department of Transportation's preparedness to address all hazards (natural, man-made, or technological) through each of the Emergency Management and Homeland Security mission areas (Prevention, Protection, Response, Recovery, and Mitigation) as well as Risk Management.

GOALS/ACTIVITIES:

1. Maintain and improve NJDOT's Continuity of Operations program to support the Department's ability to operate during a crisis. (On-Going Accomplishment)
 - a. Update the Continuity of Operations Plan
 - i. Coordinate a planning team with representatives from key units within the Department.
 - ii. In consultation with Human Resources, develop a process to regularly update the plan with the business essential status for Department personnel.
 - iii. Continue to have each major business unit to complete an identification of essential supporting activities and staff.
 - iv. Conduct a Business Impact Analysis of each business unit
 - v. Continue to develop a plan for support resources in coordination with Facilities and Information Management.
 - b. Conduct training of key personnel
 - i. Update and enhance a COOP training plan for the following groups at a minimum:
 1. Executive Policy Team
 2. COOP Planning Team
 3. Emergency Relocation Group personnel
 4. Essential Personnel
 - c. Conduct a Table Top exercise with key personnel
 - i. Develop a reasonable scenario to allow Executive Policy Team personnel to think through challenges after the implementation of the COOP.
 - ii. Prepare After-Action Report (AAR) and Improvement Plan (IP)
 - iii. Implement corrective actions consistent with IP
 - d. Conduct Drills with business units.
 - i. Exercise the activation of the Emergency Relocation Group
 - ii. Prepare After-Action Report (AAR) and Improvement Plan (IP)
 - iii. Implement corrective actions consistent with IP
 - e. Develop a resource support annex for the plan
 - i. Identify needed equipment resources for implementation of the plan.
 - ii. Identify gaps in equipment resources and procure additional equipment.
 - iii. Develop a maintenance and control plan for the equipment resources
2. Maintain and improve New Jersey's Reverse Lane/Contraflow Plans to support the evacuation of State residents prior to significant emergency events. (On-Going Accomplishment)
 - f. Update Contraflow/Reverse Lane Plans.
 - i. Involve local, county, MPO and state level stakeholders into update planning group.
 - ii. Develop an Improvement Plan for After Action Review documents.
 - iii. Utilize Improvement Plan to identify actions to take during plan updates.
 - g. Conduct Contraflow plan training of the following groups at a minimum:
 - i. Senior Executives
 - ii. Operations personnel

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Emergency Response Planning (4510025 / 5500)
MANAGER: Robert M. Burd
UNIT: Office of Emergency Management, Security, and Response

- iii. Transportation Mobility personnel
 - h. Conduct a Full Scale exercise of the plans
 - i. Participation from NJ State Police, NJ Turnpike Authority, South Jersey Transportation Authority, NJ Department of Corrections, NJ Transit, and affected counties.
 - ii. Prepare After-action Report (AAR) and Improvement Plan (IP)
 - iii. Implement corrective actions consistent with IP
 - i. Research number and location of assets in support of the plan
- 3. Update NJDOT Emergency Operations Plan (EOP) to increase the Department's preparedness for emergency response. (On-Going Accomplishment)
 - j. Review and revise the current NJDOT EOP to be consistent with the updated State EOP.
 - k. Develop and implement an annual review process and schedule to ensure timely updates to the plan as needed.
 - l. Incorporate an Active Shooter Emergency Action Plan
 - m. Incorporate the Moveable Bridge Emergency Action Plans
 - n. Incorporate the State-Owned Dam Emergency Action Plans
- 4. Update the Delaware River Emergency Action Plan (Route 29) to advance the department's preparedness for flooding along the Route 29 corridor. (On-Going Accomplishment)
 - o. Involve all stakeholders in the review and update of the plan.
 - p. Develop training for key stakeholders.
 - q. Develop a Table Top Exercise to evaluate the components of the plan.
 - r. Develop an Improvement Plan from the Table Top Exercise information.
 - s. Develop a dedicated resources plan similar to the concept used in the Contraflow plans.
- 5. Develop a strategy for a Statewide Evacuation Annex as part of the State Emergency Operations Plan and Regional initiatives. (On-Going Accomplishment)
 - a. In collaboration with NJ Office of Emergency Management, develop a State Evacuation Task Force
 - b. Develop a strategy to create a statewide evacuation protocol
 - c. Use previous and currently existing plans to identify a common operating strategy.
 - d. Develop standardized evacuation zones to support emergency plans and response.
 - e. Participate in regional emergency planning effort with other states, contiguous to New Jersey, and MPOs.
- 6. Coordinate with NJDOT Aeronautics (Unmanned Aerial System – 4510025 / 8500) to explore use of drones to conduct aerial surveys of hazard identification and document post-storm damage to support federal repair funding requests, inform future vulnerability analyses, support repair and replacement design efforts.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Update NJDOT's Continuity of Operations Plan
2. Update the Contraflow plans
3. Update the Emergency Operations Plan

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Emergency Response Planning (4510025 / 5500)
MANAGER: Robert M. Burd
UNIT: Office of Emergency Management, Security, and Response

TRAVEL:

National Hurricane Conference: \$ 2,240 (1 Attendee)
 April 14-17, 2025

- Registration: \$475
- Airfare, Baggage & Fees: \$550
- Taxi: \$250
- Hotel: \$632
- Meals/Incidentals: \$333

All-Hazard Incident Management Teams Association Conference: \$1849 (1 Attendee)
 2025 (specific date not posted)

- Registration: \$500
- Airfare, Baggage & Fees: \$425
- Taxi: \$250
- Hotel: \$ 492
- Meals/Incidentals: \$407

CONTRACTS:

None.

EQUIPMENT:

None.

STAFFING:

Name	Title	PY
Elizabeth Falcon	Principal Transportation Analyst - EMC	0.2
Eugene Eng	Senior Transportation Analyst – EMC	0.8
Muhammad Khan	Senior Transportation Analyst - EMC	0.8
Robert McGeehan	Senior Transportation Analyst - EMC	0.1
Michael Macari	Senior Transportation Analyst - EMC	0.1
James Racanelli	Senior Transportation Analyst – EMC	0.1
	Total	2.1

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility Engineering - Concept Development – 4510025 / 5300
MANAGER: John Longworth
UNIT: Mobility Engineering and Operations, Transportation Mobility Operations.

MISSION / OBJECTIVE:

Develop solutions to transportation problem statements that result in a project that can proceed through the project delivery process in a timely manner and without delays.

Deliver well-defined and well-justified Purpose and Need Statements focusing on the primary transportation requirement to be addressed and concludes in the selection of a Preliminary Preferred Alternative (PPA) that addresses a problem using advanced technology solutions that are cost effective, considerate of the environment, safe, secure and preserve existing systems that are supported by the community.

GOALS/ACTIVITIES:

Concept Development (CD) Studies assess the present and future transportation needs of a specified roadway segment or area and define recommended physical and/or operational concepts that should be pursued to satisfy those needs and achieve sustainable solutions. The CD Phase will deliver a well-defined and well-justified Purpose and Need Statement focusing on the primary transportation need to be addressed and concludes in the selection of the Preliminary Preferred Alternative (PPA). The following major elements can be included in the CD Process: evaluation of needs, analysis of physical deficiencies, early and intensive public involvement, environmental screening using the FHWA planning and environmental linkages approach, integration of the federal Congestion Management process, analyses of multi-modal alternatives, definition of potential concepts and/or complementary strategies as well as staging and phasing opportunities, and order of magnitude construction cost estimate. As part of this pipeline process, the Capital Program Screening Committee and the Capital Program Committee ultimately will endorse a project to advance from CD to Final Design Engineering. FHWA is part of the review and approval process for CD reports. FHWA approval of the CD report is required for the Capital Program Committee (CPC) to advance the project to Final Design.

Concept Development studies will be conducted on proposed Intelligent Transportation Systems (ITS)/Wrong way Driving and Smart & Connected Corridor (CAV) projects that are generated from Transportation Mobility/Mobility Engineering. The process will be achieved with a detailed review of the purpose and need, determining fatal flaws and uncover any basic information to inform necessary decisions about the scope of work. The CD will also evaluate any environmental impact, constructability, order of priority, schedule and effectiveness of the PPA. Major elements of the CD studies are data collection, field investigations, cost estimating, internal coordination with subject matter experts and development of scope of work.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility Engineering - Concept Development – 4510025 / 5300
MANAGER: John Longworth
UNIT: Mobility Engineering and Operations, Transportation Mobility Operations.

In summary goals are as follows:

- 1) Assign task orders to selected consultants to produce Concept Development reports. All CD studies will have a well-defined Purpose & Need Statement, select a PPA, and provide a final CD report while following the TSM Limited Scope Project Delivery Process and all its associated activities/tasks. If specific additional activities are needed that are not part of the TSM Limited Scope process then the corresponding activities from the Capital Program Management Delivery Process will be added to the scope.
- 2) In-house staff to provide all necessary support and reviews for successful progression and completion of all CD studies.
- 3) If applicable, certain projects may just require CD checklists in lieu of formal CD reports which will be conducted with in-house staff if resources are available.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- 1) Request for Proposals and assign work to selected consultants via task orders or project specific to produce Concept Development reports following the TSM Limited Scope Project Delivery Process.
- 2) Review reports/other deliverables from consultants on the completed CD work and provide all required support.
- 3) Conduct in-house CD checklists for projects not requiring the work effort of a consultant.

TRAVEL:

ITSNJ, ITS America/World Congress,
Total Travel Expenses CY 2025: \$8,890

CONTRACTS:

Multiyear contract to prepare Concept Development studies: 1st year - \$1,500,000 / 2nd year - \$1,500,000.

EQUIPMENT: None

SALARIES CY 2025: \$243,321

TOAL BUDGET CY 2025: \$1,752,212

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Mobility Engineering - Concept Development – 4510025 / 5300
MANAGER: John Longworth
UNIT: Mobility Engineering and Operations, Transportation Mobility Operations.

STAFFING:

CY 2025				
NAME	TITLE	Person Years	Actual Salary	Total Billable Salary
Patel, Bindesh	Supervising Engineer, Electrical	0.05	\$ 126,324.75	\$6,316
Martinez, Jonathan	Contract Administrator 3	0.05	\$ 127,744.53	\$6,387
Sampat, Padma	Contract Administrator 2	0.05	\$ 108,618.82	\$5,431
Ononiwu, Charles	Project Engineer, Electrical	0.05	\$ 119,262.50	\$5,963
Romero, Jose	Project Engineer, Electrical	0.05	\$ 102,298.44	\$5,115
Patel,Hirenkumar	Principal Eng. Electrical	0.1	\$ 96,344.78	\$9,634
Ajibaye, Olajide	Principal Eng. Electrical	0.1	\$ 100,008.79	\$10,001
Ahmed, Ridwan	Senior Eng. Electrical	0.1	\$ 90,202.95	\$9,020
Daniel, Joel	Senior Eng . Electrical	0.1	\$ 90,202.95	\$9,020
Patel,Mayankkumar	Assistant Engineer, Electrical	0.1	\$ 73,101.45	\$7,310
Saad, Ahmed	Assistant Engineer, Electrical	0.1	\$ 73,101.45	\$7,310
Abu Raida, Fady	Engineer Trainee Transportation-Electrical	0.05	\$ 64,261.64	\$3,213
Girgis, Mark	Engineer Trainee Transportation-Electrical	0.05	\$ 66,739.28	\$3,337
Malik,Fatima	Engineer Trainee Transportation-Electrical	0.05	\$ 64,261.64	\$3,213

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Project Management of Contracts – 4500025 / 7021
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The BoR's goals to meet our mission/objective are as follows:

Ongoing Goals:

1. NJ Transportation Research & Implementation
2. National Transportation Research & Implementation
3. Innovation Implementation & Development
4. Technology & Knowledge Transfer
5. Local Technical Assistance
6. Compliance with State & Federal Regulations

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Manage existing research & implementation studies carried over from prior work program years through to timely federal close-out; solicit new research ideas/needs via online portal to be vetted and developed into RFPs; award new research studies and implementation projects that align with NJDOT and FHWA strategic goals. SEE INDIVIDUAL PROJECT THUMBNAILS
2. Manage national research activities such as FHWA pooled fund studies, TRB technical services, AASHTO technical products, provide technical expertise to TRB's NCHRP projects, participate in AASHTO Research Advisory Committee activities (i.e. monthly calls, Summer Meeting, and High Value Research Competition), participate in other State DOT research peer exchanges; complete all received national transportation surveys.
3. Manage, organize and facilitate NJ STIC Tri-Annual Meetings; review and submit FHWA-required reports for EDC and innovation grant projects (AID, STIC Incentive); participate in EDC Summit to select and develop list of innovations NJDOT will commit to implementing; maintain and update NJ STIC's webpage with current activities; assist applicants with grant applications; develop a strategic plan for innovation; develop framework for what will become an annual innovation report.
4. Organize and facilitate Tech Talks on topics solicited by NJDOT subject matter experts; maintain and update NJDOT's Technology Transfer website; organize and facilitate the Annual Research Showcase where awards are presented for outstanding student, implementation, and innovation; administer the in-house NJDOT transportation research library by offering updated 21st Century library services.
5. Train NJDOT and non-NJDOT individuals on topics selected by NJLTAP and NJDOT; provide technical assistance to municipal agencies; facilitate a communication and outreach strategy; complete reporting and evaluation activities in accordance with goals.
6. Administration of all university and consultant contracts in accordance with applicable rules, regulations, and grants accounting principles; grants management training for staff.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Project Management of Contracts – 4500025 / 7021
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

TRAVEL:

Anticipated project-specific travel is listed in individual project thumbnails.
 Anticipated general travel is listed in the Technology Transfer Program thumbnail.

CONTRACTS:

Various Institutes of Higher Education		
New CY 2025-2026 Studies	(CY 2025) \$475,000	(CY 2026) \$100,000
Continuing Studies	(CY 2025) \$900,531	(CY 2026) \$595,000
TOTAL	\$1,375,531	\$695,000

EQUIPMENT:

Any anticipated project-specific equipment is listed in individual project thumbnails.

STAFFING:

TBD*	Administrative Analyst 4	0.9 person-year
S. Potapa	Project Engineer	0.9 person-year
P. Ukpah	Principal Engineer	0.9 person- year
G. Venkiteela	Research Scientist 1	0.45 person-year
K. Patel	Assistant Engineer	0.9 person-year
Devyn Cordero	Program Specialist 2	0.9 person-year
S. Shah	Contract Administrator	1.0 person-year
TBD*	Senior Engineer	<u>0.45 person-year</u>
	Total	6.4 person-years

*position will be filled prior to January 1, 2025.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: National Transportation Research Support – 4500025 / 7204
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

1. Support and invest in (Title 23 Section 505) state, public Universities that are members of University Transportation Consortium (UTCs). The UTC Program both sustains existing and establishes new and vital initiatives in transformational research, education and workforce development, and technology transfer that benefit the U.S. traveling public, freight movement, and the safety and efficiency of the U.S. transportation system. These UTCs will concentrate their research in seven focus areas: 1. Improving Mobility of People and Goods; 2. Reducing Congestion; 3. Promoting Safety; 4. Improving the Durability and Extending the Life of Transportation Infrastructure; 5. Preserving the Environment; 6. Preserving the Existing Transportation System; and 7. Reducing Transportation Cybersecurity Risks.

New Jersey UTC CONSORTIUM MEMBERS

Region 2 Center for Social and Economic Mobility for People and Communities through Transportation

- New Jersey Institute of Technology
- Rutgers University

Region 2 Center for Advanced Infrastructure and Transportation (CAIT)

- Rutgers University
- New Jersey Institute of Technology
- Rowan University

National Center for Infrastructure Transformation (focus area – Improving the Durability and Extending the Life of Transportation Infrastructure)

- Rutgers University

Tier 1 Connected Communities for Smart Mobility Towards Accessible and Resilient Transportation for Equitably Reducing Congestion

- Rutgers University

2. Support and invest in Federal Highway Administration (FHWA) Pooled Fund (TPF) Program. FHWA administers the TPF Program as a means for interested States, FHWA, and other organizations to partner when significant or widespread interest is shown in solving transportation-related problems. By pooling funds and expertise, participants develop innovative solutions at a lower cost while extending the reach and impact of their research.
3. Support and invest in Transportation Research Board (TRB) Core Program Services
4. Support and invest in the National Cooperative Highway Research Program (NCHRP)
5. Support and invest in AASHTO Technical Services Products

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: National Transportation Research Support – 4500025 / 7204
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Provide financial and technical support to in-state, public institutes of higher education that are members of national-level USDOT funded UTCs. Support includes letters of support, funding, and/or technical support.
2. Commit funds to various FHWA TPF projects (see accompanying table) that are relevant to NJDOT, process transfers of funding to FHWA.
3. Pay annual invoice for TRB Core Program Services on behalf of the NJDOT Commissioner
4. Provide financial support to TRB’s NCHRP by paying the annual invoice, disseminate NCHRP products throughout the Department for use, house NCHRP products in our Research Library, solicit votes from SMEs to inform NCHRP of national priority topics, solicit NCHRP project topics from SMEs, solicit and nominate project panel members, provide technical input on NCHRP projects by serving as panel members.
5. Bureau acts as an AASHTO Gatekeeper and provides a central location for physical and digital copies of AASHTO products, providing library services and access to AASHTO products, and provides financial support to AASHTO by paying the annual invoices for the following Technical Services Products on behalf of NJDOT:
 - a. Technical Training Solutions (formerly TC3)
 - b. Innovation Management (formerly AII)
 - c. Product Evaluation and Audit Solutions (formerly NTPEP)
 - d. Census Transportation Solutions (ACTS)

TRAVEL:

N/A

Travel associated with national transportation research or products is either covered by TRB/NCHRP/AASHTO or it is listed in individual thumbnails and/or the Technical Transfer program thumbnail.

CONTRACTS:

N/A – The below funds are not expended via contracts, but rather they are transfers of funds directly to other agencies.

University Transportation Consortium Support	(CY 2025) \$200,000	(CY 2026) \$200,000
FHWA Pooled Fund Projects (see accompanying table)	(CY 2025) \$613,033	(CY 2026) \$613,033
TRB Core Program Services Dues	(CY 2025) \$225,000	(CY 2026) \$235,000
NCHRP Annual Contribution	(CY 2025) \$1,500,000	(CY 2026) \$1,600,000
AASHTO Technical Services Products	(CY 2025) \$101,000	(CY 2026) \$101,000
TOTAL	\$ 2,639,033.00	\$ 2,749,033.00

EQUIPMENT:

N/A

STAFFING:

N/A

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJDOT Innovation Program – 4500025 / 7205
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state’s residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT’s technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

NJDOT’s mission of “improving lives by improving transportation” drives innovation at the Department. The goal of NJDOT’s Innovation Program is to gather and evaluate new ideas while implementing and rapidly deploying proven innovative products, systems, policies, practices, standards, specifications, procedures, and technologies (original or new to NJDOT) that create valued outcomes. The Innovation Program will pilot the latest technologies and innovations to adapt to changing conditions and environments, implement innovations to enhance the quality of life for residents and the traveling public, allow for experimentation and foster a safe to fail environment, integrate innovation into NJDOTs culture, and provide opportunities to collaborate to broaden the impact of innovations.

1. Lead and administer the NJ Statewide Transportation Innovation Council (NJ STIC) Program
2. Seek out, apply for, manage, and oversee the administration of innovative special grants.
3. Evaluate new and emerging technologies & products and provide financial support to NJDOT for testing and demonstration.
4. Lead and administer innovation communication and outreach activities.
5. Develop and implement a department-wide Innovation Grant Program.
6. Research Project Management

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. **NJ STIC** - Plan, organize and facilitate three NJ STIC Planning Meetings and three NJ STIC Tri-Annual Meetings; review and submit FHWA-required reports for the Every Day Counts Program as well as for innovation grant projects like AID and STIC Incentive; participate in EDC Summit activities such as developing a list of innovations NJDOT will commit to implementing; maintain and update the NJ STIC webpage with current activities; assist applicants with STIC Incentive grant applications.
2. **Special Grants** – Lead and manage the Low-Carbon Transportation Materials grant for the use of substantially low-carbon materials and products on construction projects. The NJDOT shall undertake a comprehensive program to use construction materials and products that have “substantially lower1” levels of embodied GHG emissions associated with all relevant stages of production, use, and disposal as compared to the estimated industry averages of similar materials or products. The NJDOT will develop specification language and conduct identification activities needed to demonstrate these LCTM materials are appropriate for use on Federal-aid construction projects. Additionally, NJDOT will contract to construct projects using LCTMs and will establish procedures to monitor and report the performance of those projects after construction. The NJDOT program will address asphalt, concrete(cement), steel, and glass. NJDOT’s program will be implemented through several Tasks and the processes associated with each Task will be documented using Implementation Progress Reports (IPRs). These IPRs shall be submitted to the FHWA for approval before beginning any work.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJDOT Innovation Program – 4500025 / 7205
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

3. **New & Emerging Technologies** - Manufacturers and vendors of construction materials are encouraged to submit new technologies and products to NJDOT for evaluation. The Bureau will review, evaluate, test, and demonstrate new technologies, products, processes, and innovations designed for bridge and roadway construction and maintenance. Recommendations will then be made by the Bureau regarding whether or not Standard Specifications should be developed. A comprehensive database, consisting of all items that receive a formal evaluation, will be maintained.
4. **Communication & Outreach** – Establish and administer communication and outreach activities such as task forces, working groups, special interest groups, newsletters, articles, social media posts. These activities will be for the purpose of promoting collaboration among and between NJDOT divisions and units, open exchange of information and knowledge, encouraging and inspiring staff to think critically and innovatively, and to add value to an efficient, safe, and sustainable transportation system.
5. **NJDOT Innovation Grant Program** – Develop a grant program that will empower individuals to contribute their innovative ideas and solutions to address the challenges and opportunities in the realm of transportation. The program will be designed to encourage out-of-the-box thinking and innovative approaches to address current and future transportation challenges. Fostering creativity and integration innovation into NJDOT’s culture will lead to breakthroughs which can positively impact the way we move people and goods.
6. Manage innovative research & implementation studies through to timely federal close-out.

TRAVEL:

Anticipated travel is listed in the Technology Transfer (T2) & Implementation Program thumbnail. The T2 contractor acts as the Bureau’s travel coordinator.

CONTRACTS:

University Innovation Program Support	(CY 2025) \$400,000	(CY 2026) \$400,000
New Technologies & Product Investment	(CY 2025) \$100,000	(CY 2026) \$100,000
TOTAL	\$500,000	\$500,000

EQUIPMENT:

N/A

STAFFING:

Giri Venkiteela	Research Scientist 1	0.45 person-year
TBD*	Senior Engineer	<u>0.45 person-year</u>
	Total	0.9 person-year

*position will be filled after January 1, 2025.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Technology Transfer and Implementation Program – 4500025 / 7030
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The Technology Transfer (T2) Program seeks to bridge the gap between the information needs of practicing transportation professionals and tight budgets of transportation agencies while engaging other interested stakeholders such as Metropolitan Planning Organizations (MPOs), advocacy and community groups, consultants, students, and lay people. The T2 program seeks to increase the level of awareness concerning transportation-related issues (from local to international) within New Jersey, promote an ongoing exchange of ideas, translate the latest state-of-the-art trends and technology practices, showcase innovation, and disseminate research results in a form that can be readily applied to current transportation problems.

Included within the T2 program is the New Jersey Department of Transportation Research Library. The NJDOT Research Library's fundamental mission is to support the NJDOT Bureau of Research and the Department in its mission of "Improving Lives by Improving Transportation" by providing library, information, and knowledge services to the NJDOT staff and other stakeholders. The NJDOT Research Library will provide support services and manage its essentials functions. The NJDOT Research Library provides knowledge resources to transportation professionals in New Jersey so that they can plan, design, construct, and maintain a high-quality transportation system. All goals/activities are ongoing.

1. Identify and evaluate NJDOT Tech Transfer needs and develop a knowledge capture program. Address knowledge gap and develop a technology transfer program with training, other events, and peer exchange program.
2. Maintain NJDOT Technology Transfer website.
3. Provide support and assistance to the NJDOT Bureau of Research staff in national research efforts and state level research programs.
4. Provide tools and technologies to solicit and capture transportation research ideas and innovative ideas for NJ State Transportation Innovation Council (STIC). Provide technology transfer through dissemination of transportation knowledge resource availability on a quarterly basis.
5. Prepare an annual Implementation Status Report, project management quarterly reports and final report.
6. Operate and improve the Research Library as a major resource for transportation knowledge management. Implement 21st Century Transportation Research Library findings. Promote awareness of the library to the NJDOT staff. Participation in ongoing research efforts in library services is also required. For example, participation in pooled fund studies and other NJDOT research projects, attendance at and participating in library-related activities at the TRB Annual Meeting.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Technology Transfer and Implementation Program – 4500025 / 7030
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Document best practices in technology transfer in use at other state DOTs. Survey NJDOT SMEs to determine technology transfer needs and continue to explore potential topics and speakers for future Lunchtime Tech Talks and/or events. Prioritize and schedule topics for Technology Transfer training and events and assist with peer exchange programs. Develop a guide of effective knowledge capture techniques and provide technical assistance for knowledge capture initiatives (videos). Maintain the knowledge management toolkit.
2. Provide updates to new initiatives, capture the solicitation of research ideas via Idea Scale and innovative ideas for NJ STIC. Maintain information architecture which includes information for NJ STIC, Tech Talks, Share your ideas, Research, Resources, and calendar.
3. Provide support for attendance of NJDOT Bureau of Research staff at TRB Annual Meeting and other research events. Periodically update NJDOT’s research TRB’s Research in Progress (RiP) and Transport Research International Documentation (TRID) databases.
4. Establish a competition for ideas in innovation and support the management and dissemination of innovative ideas submitted through the STIC Program.
5. Prepare an annual Implementation Status Report, provide quarterly status reports and final report capturing accomplishments, new initiatives, and lessons learned. Compile quarterly list of new materials and make available via Intranet Newsletters and website. Send notification of research reports and upcoming webinars to relevant units. Foster new research and networking opportunities for NJDOT staff and other professionals. Disseminate research findings, reports and new standards from NJDOT and other states, as well as AASHTO, Transportation Research Board (TRB), American Society for Testing and Materials (ASTM), etc. to the respective divisions. All efforts must be reported to the Bureau of Research each quarter and a yearly Final Report must be submitted.
6. Provide library reference and referral services to government employees, transportation and other professionals, and the general public. Maintain the current library materials and acquire, process, and store, new materials including books, journals, articles, standards, and magazines related to transportation. These materials can be electronic and/or hard copies. The Library collection materials shall meet the unique and changing needs of its users. Digitize appropriate library materials and maintain corresponding databases. Shall play active role and implement the Bureau of Research’s ongoing effort to move the current traditional Research Library to the 21st Century Library Services.

TRAVEL:

Attendance for 4 staff at TRB Annual meeting (Washington DC)			
Accommodation:	(CY 25) \$4,500	(CY 26) \$5,000	
Travel (Ground/Air):	(CY 25) \$2,500	(CY 26) \$3,000	
TOTAL:	(CY 25) \$ 7,000	(CY 26) \$ 8,000	

Attendance for 3 staff at annual AASHTO-RAC Summer meeting (location varies)			
Accommodation:	(CY 25) \$5,000	(CY 26) \$5,000	
Travel (Ground/Air):	(CY 25) \$3,000	(CY 26) \$3,000	
TOTAL:	(CY 25) \$8,000	(CY 26) \$8,000	

Attendance for Research conferences/meetings (locations vary)			
Accommodation:	(CY 25) \$6,000	(CY 26) \$7,000	
Travel (Ground/Air):	(CY 25) \$4,000	(CY 26) \$4,000	
TOTAL:	(CY 25) \$10,000	(CY 26) \$11,000	

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Technology Transfer and Implementation Program – 4500025 / 7030
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

CONTRACTS:

University Contract: Rutgers Voorhees: (CY 25) \$900,000 (CY 26) \$910,000

EQUIPMENT:

N/A

STAFFING:

Manager staff time charged to MN

TBD*	Administrative Analyst 4	.1 person-year
S. Potapa	Project Engineer	.1 person-year
P. Ukpah	Principal Engineer	.1 person year
G. Venkiteela	Research Scientist 1	.1 person-year
K. Patel	Assistant Engineer	.1 person-year
D. Cordero	Program Specialist 2	.1 person-year
TBD*	Senior Engineer	<u>.1 person-year</u>
	Total	0.7 person-year

*position will be filled after January 1, 2025.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJ Local Technical Assistance Program (NJ LTAP) – 4500025 / 7158
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The overall objective of the LTAP center is to provide training, technical assistance, and technology transfer services to assist the local public agencies in managing and maintaining their roadway systems and reflective of FHWA's current focus areas.

NJDOT's LTAP is guided by focus areas as directed by FHWA's strategic plan. It is important that the program is aligned with NJDOT priorities while addressing emerging priorities resulting from new technologies, environmental realities, and the ever-changing demands of New Jersey's communities. The mission is to enhance the safety and efficiency of the roadway system throughout New Jersey by strengthening the knowledge and capabilities of local government officials and workforces through training, technical assistance, partnerships, and emerging means of technology transfer by advancing and aligning the FHWA's four focus areas: Safety, Workforce Development, Infrastructure Management and Organizational Excellence.

The CY 2025 work plan is organized into six task areas which address the Federal Highway Administration's mandated four focus areas for the national LTAP/TTAP program: Safety, Infrastructure Management, Workforce Development, and Organizational Excellence. The objectives of the NJLTAP for 2025 are as follows:

1. Training (non NJDOT)
2. Training for NJDOT
3. Technical Assistance
4. Communications
5. Outreach
6. Reporting and Evaluation

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

All anticipated accomplishments are on-going:

1. Workshops for municipal and county officials and consultants performing work on behalf of public agencies will be conducted. Topics will be selected in partnership between NJLTAP and NJDOT.
2. Workshops specifically requested by NJDOT and for NJDOT personnel.
3. Upon request, the team will provide guidance on technical, transportation-related problems that municipal agencies may be experiencing. The team will not perform any studies or engineering work that is more appropriately conducted by private entities.
4. Develop and maintain website. Publish e-newsletter, printed newsletter, and technical briefs.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJ Local Technical Assistance Program (NJ LTAP) – 4500025 / 7158
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

5. Exhibits, Every Day Counts Webinar Exchanges, meetings and conferences: The Selected University will coordinate and participate in the events, as approved and/or directed by NJDOT’s Research Project Manager (RPM). The Selected University shall develop and distribute LTAP brochures on the LTAP services, and technical assistance and make recommendations to the NJDOT Research Project Manager for additional marketing materials. During the outreach efforts, the Selected University will develop and distribute appropriate handout materials and informational packets to support the NJDOT LTAP program. The Selected University will work with NJDOT’s Research Project Manager to coordinate the development and provision of appropriate handout materials. The Research Project Manager must approve all material prior to distribution.
6. The Selected University will be responsible for assessing quarterly performance, evaluating program effectiveness, and submitting annual program performance reports - the Program Assessment Report (PAR) and the Center Assessment Report (CAR). This information will be reported to NJDOT’s Research Project Manager on a quarterly basis as part of a quarterly progress report.

TRAVEL:

Attendance of 1 staff at Annual National LTAP Meeting

Accommodation:	(CY 25) \$4,000	(CY 26) \$5,000
Travel (Ground/Air):	<u>(CY 25) \$1,500</u>	<u>(CY 26) \$2,000</u>
TOTAL:	(CY 25) \$5,500	(CY 26) \$7,000

CONTRACTS:

Training workshops for transportation professionals of NJDOT and non-NJDOT local public agencies; assist in selection of topics; provide technical assistance; maintain website, distribute e-newsletter, printed newsletter, technical briefs; conduct outreach through exhibits, webinars, meetings, and conferences; reporting; annual customer survey; and continual course evaluation.

University Contract: Rutgers CAIT (CY 25) \$700,000 (CY 24) \$750,000

OTHER :

Federal LTAP Funds: National LTAP (CY 25) \$210,000 (CY 26) \$210,000

EQUIPMENT:

N/A

STAFFING:

In-house staff time will be charged to Project Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Annual Research Showcase – 4500025 / 7165
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state’s residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey’s transportation infrastructure. The BoR is also charged with satisfying NJDOT’s technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The Annual Research Showcase is for NJDOT customers to experience the broad scope of ongoing research initiatives, technology transfer activities, and academic research being conducted by university research partners and their associates. This event also serves to showcase the benefits of the NJDOT Research program. The Showcase provides a forum for transportation related agencies to convene for the purpose of shared knowledge in the advancements being made in the field of transportation research and technology. The event highlights and enhances NJDOT research, technology, and innovation initiatives. It offers the transportation community effective academic and scientific research opportunities. It promotes poster session quality and involvement through a “Best Poster Award” competition. The bureau identifies and selects “Implementation Award” winner to acknowledge a NJDOT sponsored project that has had significant positive impact through implementation. The bureau identifies and selects two “Build A Better Mousetrap Award” winners to acknowledge state employees that have significantly improved upon a product, process, method, or system. The bureau also recognizes outstanding students involved in transportation research through an “Outstanding Student in Transportation Research” award competition. The bureau also recognizes the research champion demonstrating effective collaboration, partnership and contributing to the research project’s success through the “Research Champion Excellence Award”. **All goals/activities will be performed in accordance with 2 CFR 200.432 Conferences.**

1. Secure the event location for Annual Research Showcase, space accommodations, and additional logistics required to accommodate a hybrid event.
2. Marketing and registration for the Showcase
3. Event coordination for the Research Showcase
4. Participation and On-Site Facilitation for the Showcase
5. Procurement and Reporting

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Annual Research Showcase – 4500025 / 7165
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Schedule a date, set times and select location for the research showcase event. Identify space availability for general session of approximately 250, refreshments for approximately 250, breakout sessions (up to 4), and space for poster displays. Identify audio/visual needs and technical support including live stream; parking arrangements; catering. Finalize all contractual agreements.
2. Develop marketing materials for the event, including posters for display at the NJDOT. Offer advance on-line registration through the LTAP website/CVENT event management system. Provide registration updates to NJDOT. Prepare conference agenda. Prepare electronic marketing piece for the NJDOT to distribute. Conduct electronic brochure distribution to professional organizations and research partners. Process advance registrations and confirm registrations via email prior to the event.
3. The LTAP staff will assist the NJDOT with securing speakers. The event theme and suggestions for speakers are the decision of NJDOT. Presentations will be selected by the NJDOT from the abstracts submitted. Prepare nametags for attendees; solicit speaker information and presentations prior to the event; determine booth/table set-up requirements and coordinate the roles and needs of participants in the research showcase. Special needs, i.e. audio/visual support, easels. Distribute student award/student paper nomination/requirements to research universities and procure awards (six total: Best Poster, Implementation Award, two Build A Better Mousetrap Awards: Operations and Organizational Improvement, Outstanding Student in Transportation Research, and Research Champion Excellence Award). Prepare and print 250 event programs. Prepare PDH credit for licensed Professional Engineers in NJ. Provide attendance certificates with appropriate credit noted for attendees.
4. Provide staffing for registrant sign-in the day of the event. Provide event moderator. On-site contact will be provided throughout the event. Audiovisual technician will be on hand, as contracted through the facility. Photos will be taken by a contracted photographer and provided to the NJDOT.
5. Process requisitions and payment for host location and catering. Process requisitions and payment for host location and catering. Maintain attendance records. Provide quarterly reports and invoices which documents the accomplishment of the project activities. to NJDOT. Processing the final invoice.

TRAVEL:

N/A

CONTRACTS:

University Contract: Rutgers CAIT (CY 25) \$ 130,000 (CY 26) \$ 140,000

EQUIPMENT:

N/A

STAFFING :

In-house staff time will be charged to Project Management of Contracts.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

Bureau of Research, Innovation & Information Transfer

New & Continuation Studies for CY 2025 – 2026

CONTINUATION Study Title (Study titles subject to change)	Current Status (as of 7/1/24)	Estimated Cost CY 2025	Estimated Cost CY 2026
Best Practices in Transit Customer Satisfaction Surveys 4500023/7202	New survey techniques and analysis will be developed for NJ Transit. Kick-off meeting was held 5/10/24. Task 1 is underway.	\$300,000.00	\$0.00
External Service Life of Concrete Bridge Deck with Internal Curing 4500023/7199	2 nd quarterly progress report submitted, and quarterly meeting was held	\$200,000.00	\$200,000.00
Evaluation of NJDOT Hardened Traffic Paint Markings and Stripes Performance 4500023/7195	Project Ongoing	\$0.00	\$0.00
Innovative Pothole Repair Materials and Techniques Phase II 4500023/7200	Project Ongoing	\$0.00	\$0.00
Identifying Travel Needs for South Jersey and Shore Customers 4500023/7201	Project Ongoing	\$130,000.00	145,000.00
Multi Hazard Design of Highway Bridges 4500023/7197	Project Ongoing	\$20,531.00	0.00
NJDOT Corrosion Study on Steel Structural Members 4500023/7194	Project Ongoing	\$0.00	\$0.00
Transit Usage Impacts of NJ Transit-Oriented Developments (TODs) 4500021/7192	Project has been extended through 12/29/2024 to allow additional time for task completion.	\$0.00	\$0.00
WIM Analysis for New Jersey Bridges for Establishing Various Live Load Models for Design and Bridges Management Tasks 4500023/7203	A Kick of Meeting was held and awaiting a 2 nd quarterly progress report to be submitted	\$250,000.00	\$250,000.00
TOTAL estimated cost of continuation studies:		\$900,531.00	\$595,000.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

Bureau of Research, Innovation & Information Transfer

New & Continuation Studies for CY 2025 – 2026

NEW Study Title (Study titles subject to change)	Current Status (as of 7/1/24)	Estimated Cost CY 2025	Estimated Cost CY 2026
Developing Reliability-based Vulnerability Analysis to Enhance Resilience and Risk Assessment of New Jersey's Culvert and/or Bridge Infrastructure	Champion Assigned. Technical Advisory Panel and RFP Under Development	\$300,000.00	\$100,000.00
Evaluation of Alternative (Non-Crude Oil Based) Diesel Fuel for NJ Transit Locomotives and Over-the-Road Buses	RFP posted, Champion and Technical Advisory Panel Assigned, Proposals to be Submitted Shortly	\$175,000.00	\$0.00
TOTAL estimated cost of New studies:		\$475,000.00	\$100,000.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026
Bureau of Research, Innovation & Information Transfer
Pooled Fund Studies Contribution for CY 2025 – 2026

Study Number	Study Name	NJDOT Technical Contact	Estimated Cost CY 2025	Estimated Cost CY 2026
TPF-5(447)	Traffic Control Device (TCD) Consortium (3)	Jaime Oplinger	\$10,000.00	\$10,000.00
TPF-5(489)	Safety Service Patrol Standardization and Management Practices	Sal Cowan	\$25,000.00	\$25,000.00
TPF-5(536)	Ahead of the Curve - Migration from NCHRP to AASHTO Technical Training Solutions (TTS)	Amanda Gendek	\$10,000.00	\$10,000.00
TPF-5(533)	Midwest Roadside Safety Pooled Fund Program (FY25-FY29)	Hung Tang	\$65,000.00	\$65,000.00
TPF-5(530)	TRB Core Program Services for a Highway RD&T Program – Federal Fiscal Year 2024/TRB (State DOTs) Fiscal Year 2025	Amanda Gendek	\$223,033.00	\$223,033.00
TPF-5(487)	Transportation Management Centers Pooled Fund Study Phase II	Sal Cowan	\$25,000.00	\$25,000.00
TPF-5(486)	Center for the Aging Infrastructure: Steel Bridge Research, Inspection, Training and Education Engineering Center - SBRITE (Continuation)	Mula Reddy	\$35,000.00	\$35,000.00
TPF-5(479)	Clear Roads Winter Highway Operations Phase III Pooled Fund	Pooja Thakkar	\$25,000.00	\$25,000.00
TPF-5(503)	Standardizing Rigid Inclusions for Transportation Projects – Phase I	Mohab Hussein	\$30,000.00	\$30,000.00
TPF-5(399)	Improve pavement surface distress and transverse profile data collection and analysis, Phase II	Narinder Kohil	\$0.00	\$0.00
TPF-5(467)	Research Project Tracking System	Giri Venkiteela	\$0.00	\$0.00
TPF-5(468)	Structural Behavior of Ultra-High-Performance Concrete	Giri Venkiteela	\$0.00	\$0.00
TPF-5(484)	Develop Countermeasure Strategies for Protecting Bridge Girders Against Overweight Vehicles Impact	Ali Jawed Najem	\$0.00	\$0.00
Solicitation#1616	Recycled Materials Resource Center - 5th Generation	Giri Venkiteela	\$40,000.00	\$40,000.00
Solicitation#1612	Designing Transportation Infrastructure for Electric Vehicles	Giri Venkiteela	\$50,000.00	\$50,000.00
Solicitation#1614	Establishment of a Public-Private Transportation Data Exchange Center	Sal Cowan	\$50,000.00	\$50,000.00
Solicitation#1615	Vehicle to Everything (V2X) Pooled Fund Study	Sal Cowan	\$25,000.00	\$25,000.00
Total			\$613,033	\$613,033

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Straight Line Diagrams – 2207910 / 5140
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

Provide easily accessible roadway inventory characteristic data for engineering tasks and decision making support. To maintain and continue the availability of the Straight-Line Diagrams (SLD) as a platform to access data elements describing the physical and network characteristics of all public roadways in the state.

GOALS/ACTIVITIES:

Provide convenient access to roadway characteristic data stored in the SLD database.

1. Deploy the Automated SLD application to the NJDOT, FHWA and public facing web site.
 - i. Provide training
 - ii. Provide technical support
 - iii. Provide application updates
2. Provide convenient access to the NJDOT Videolog application to view digital roadway images and provide a link to it through the SLD application.
 - i. Deploy the NJDOT Videolog application to the NJDOT, FHWA and public facing website.
 - ii. Provide training
 - iii. Provide technical support
 - iv. Provide application updates
3. Provide access to the Transportation Asset Management System (TAMS) maintenance features that are maintained in the SLD database and displayed in the Automated SLD application.

SLD application.

 - i. Develop symbology to display TAMS features on the SLD
 - ii. Maintain point-and-click technology to retrieve TAMS features data
 - iii. Link TAMS feature symbology to the Straight Line Diagrams database
 - iv. Link TAMS feature symbology to digital imagery
4. Maintain a reference and indexing system for all roadways in New Jersey.
 - i. Implement the Standard Route Identifier (SRI) system for all public roads in NJ.
 - ii. Identify route hierarchy
 - iii. Assign logical SRI's to the routes
 - iv. Promote the SRI to be the department wide-standard for indexing public roadways
5. Provide coordination with internal and external agencies to improve the accuracy of and support information requests related to the SLD database.
 - i. Perform ad-hoc queries for data as requested by customers
 - ii. Educate customers on how to best utilize the SLD
 - iii. Provide training and demonstrations
 - iv. Provide assistance to internal stakeholders to pull SLD data for internal applications, such as the SLD.
7. Provide access to the Automated SLD and Videolog for use on mobile devices.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Straight Line Diagrams – 2207910 / 5140
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Provide enhancements, maintenance and access to the Web-enabled Automated SLD utilizing consultant services.
2. Provide enhancements, maintenance and access to the NJ Web-enabled Videolog application utilizing consultant services.
3. Provided annual support for the TAMS Inventory process for the Bureau of Maintenance Engineering using tools developed in the Web-enabled Automated SLD application.
4. Provide and maintain the Standard Route Identifier (SRI) and inventory limits for all public roadways, Park roads and unpaved roads in support of the Highway Performance Monitoring System (HPMS).
5. Provide customer support and training for users of the Web-enabled Automated SLD and NJ Web-enabled Videolog both internally and external customers. Perform queries and provide roadway data using the new Data Browser tool, as requested, to include map projects.
6. Amend existing SLD contract for additional tasks or procure new SLD contract.

TRAVEL: None

CONTRACTS: Straight Line Diagrams contract - \$300,000.00

- Amend existing contract or procure new contract for the maintenance and enhancement of the current architecture and capabilities of the existing Web-enabled SLD application as well as the Web-enabled roadway Videolog.

EQUIPMENT: None

STAFFING:

Aloe, A.	0.05
Aloe, R.	0.05
Auletta, L.	0.10
Brzostowski, P.	0.10
Wael, Y.	0.20
Haji, S.	0.15
Oberle, E.	0.15
Signora, N.	0.05
Total Staff Time:	0.85

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Data Warehouse and Maintenance – 2207910 / 5160
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

Develop and maintain a one stop shop for all transportation related data. Provide a Transportation Data Warehouse which contains accurate, complete, and up-to-date transportation data for internal user groups, The Federal Highway Administration (FHWA) and other related agencies.

GOALS/ACTIVITIES:

1. Develop and maintain inventory data collection programs to keep data current.
2. Make available all current and archived data to department decision makers, i.e.: roadway, digital images, Transportation Asset Management System (TAMS) and other various asset management data through both the Straight-Line-Diagrams (SLD) suite of products and through the NJDOT's Business Objects program.
3. Develop and maintain NJDOT's mile posting program.
4. Manage the NJ Linear Referencing System Maintenance and Enhancements contract.
5. Maintain NJDOT's Roadway Network GIS file to keep it current every quarter.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- Collect roadway inventory data and pavement condition data for dissemination in the SLD, Videolog and HPMS.
- Provide current data related to roadway characteristics by routine updates to the SLD and HPMS databases. Maintain and collect Roadway images. Maintain databases and images in cloud storage environment.
- Perform field mile post calibration on the state highway system.
- Coordinate LRS improvements with HPMS and SLD systems to make data uniform.

TRAVEL: MAC URISA GIS Conference 2025 - \$1,400.00
* Three (3) Attendees

TOTAL: \$1,400.00

CONTRACTS:

NJ Linear Referencing System Improvement Contract - \$500,000.00

- Procure new NJ Linear Referencing System Improvement Contract consisting of developing a new geospatial roadway linear referencing system (RLRS). This contract will also entail the further exploration/implementation of various options for improvements to the existing system to meet current Department requirements.

Route Coordinator Contract - \$500,000.00

- This contract will support, develop, and maintain inventory data collection programs to keep data current. In addition, the database will make available all current and archived data to department decision makers, i.e.: roadway, digital images, TAMS and other various asset management data through both the SLD suite of products and through the NJDOT's Business Objects program. The SLD database assets will be maintained on cloud based server that can be utilized by various programs. This contract will support the Web-Enabled SLD contract, the HPMS contract and the LRS contract. It will also allow time to remove the Route Coordinator task from the TMS Agreements in 5310 to allow seamless transition to a specific Route Coordinator Contract.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Data Warehouse and Maintenance – 2207910 / 5160
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

Total in Contracts: \$ 1,000,000.00

EQUIPMENT: None

STAFFING:

Aloe, A.	0.05
Aloe, R.	0.05
Auletta, L.	0.10
Brzostowski, P.	0.10
Wael, Y.	0.25
Haji, S.	0.15
Oberle, E.	0.10
Signora, N.	0.05
Total Staff Time:	0.85

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Traffic Monitoring Systems (TMS) - Traffic Volumes Data Collection - 2207910 / 5310
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

Collect and process traffic volumes and vehicle class data throughout the state. Provide traffic data to various units of the Department, the Metropolitan Planning Organizations (MPOs), Local governments and individual constituents. Provide traffic data required for the Highway Performance Monitoring System (HPMS) program. Submit traffic volume and vehicle-type classification data to Federal Highway Administration (FHWA) monthly. Implement Innovative Concepts that will benefit the Bureau in regard to data collection and processing. Traffic data collected under New Jersey's Traffic Monitoring System for Highways will have a 95% confidence level of accuracy as we continue to install more sites, maintain existing sites and collect more samples.

GOALS/ACTIVITIES

1. To complete the third year, 2024, of TMS (2022-2024) current cycle which is set to expire on June 30, 2025, for the Data Collection program and to start year 1 of TMS (2025-2027) cycle. This Traffic Monitoring System is required by the FHWA and is intended to monitor approximately 4,000 sites throughout the state per calendar year. These sites will be collected as short term coverage sites and will track travel trends over the short – term (minimum 48 hours and up to 7 days). The spread of these counts and the type of activities are as follows:
 - a. Assigned pre-established TMS locations are counted using Automatic Traffic Recorder's (ATR's)
 - b. Assigned pre-established TMS Automatic Vehicle Classification sites (AVC's)
 - c. New HPMS sample sections on mainlines and ramps using ATR's
 - d. The performance of the special counting program to support NJDOT operations and other management Systems including:
 - i. Special Manual (visual) turning movement counts
 - ii. Special ATR's
 - iii. Special Pedestrian & Bicycle counts (if requested).
 - e. Pre-established Major Stations will be counted for one week every month using Automated Vehicle Classification (AVC) equipment.
 - f. Divide the State into 4 regions, Northwest, Northeast, Central, and Southern regions instead of Northern, Central and Southern NJ
2. Collect about (400) ramp counts.
3. Continue to support all units of the Department with traffic data as needed.
4. Raw data will be retrieved and processed from continuous and major stations.
5. Innovative concepts will include an application of new technology, communications, relational database design, development and management automation of processes, statistical analysis, data presentation and dissemination.
 - a. Support a Safe Corridors evaluation initiative by providing geocoded crash records linked to the most up-to-date NJ roadway network file.
 - b. TMS Short Term Counts workflow website phase 3.
 - c. WIM Operator Mobile phase 3.
 - d. WIM Website – maintain a service side environment to aggregate weight data for Visualization. Prepare aggregation filters enabling to have data available by vehicles classification (light trucks, heavy trucks, weekdays, weekends, monthly, and weekly summaries).
6. Perform roadway inventory for a state highway system.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Traffic Monitoring Systems (TMS) - Traffic Volumes Data Collection - 2207910 / 5310
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Complete approximately (4,000) TMS short term coverage counts Minimum of (48 hours) and up to 7-days including new HPMS sample sections, AVC counts, and major stations.
2. Complete approximately (400) ramps.
3. Conduct special traffic counts to support Department projects up to (390) locations, including Volume Turning Movement Counts, Classified Turning Movement Counts, Volume Automatic Traffic Recorders (ATRs) and Automated Vehicle Classifications (AVCs).
4. Process data from continuous and major stations on monthly basis.
5. Innovative Concepts:
 - a. WIM analysis and processing
 - b. WIM Website Enhancements
 - c. Mobile Client for WIM Operator Server Environment
 - d. ESAL yearly development for 2024 data
 - e. Quality Assurance/Quality Control of the Events Mater Table in the TMS database, that includes short term, WIM and TVS AADT information. Current Gap analysis to meet MIRE requirements.
 - f. Inventory Coordination and Support
 - g. AWS hosting environment upgrades.
 - h. Short Term count workflow website continuation and development
 - i. Maintenance and completion of WIM Website server side aggregation module to prepare data for truck weight visualizations.
6. Route Coordinator
7. Roadway Inventory and Feature Extraction for 6,548 Directional Miles

TRAVEL: None

CONTRACTS:

Proposed Contracts: TMS Data Collection Cycle (2022-2024) Contract.

Traffic Monitoring Data Collection	
Traffic Monitoring System Data Collection- North-Eastern Region	\$ 1,275,684.00
Traffic Monitoring System Data Collection- North-Western Region	\$ 1,720,176.00
Traffic Monitoring System Data Collection- Central Region	\$ 2,035,857.00
Traffic Monitoring System Data Collection- Southern Region	\$ 2,606,193.00
 <u>Innovative Concepts</u>	 <u>\$ 1,000,000.00</u>
	\$ 8,637,910.00

Roadway Inventory Data Collection

Traffic Monitoring System Data Collection- North-Eastern Region	\$ 277,725.00
Traffic Monitoring System Data Collection- North-Western Region	\$277,725.00
Traffic Monitoring System Data Collection- Central Region	\$ 330,625.00
Traffic Monitoring System Data Collection- Southern Region	\$ 476,100.00
 <u>Traffic Monitoring System Data Collection- Route Coordinator</u>	 <u>\$ 524,410.00</u>
	\$ 1,886,585.00

Total in Contracts: \$ 10,524,495.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Traffic Monitoring Systems (TMS) - Traffic Volumes Data Collection - 2207910 / 5310
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

CONTRACTS (continued):

- The TMS contracts (Traffic Monitoring Data Collection and Roadway Inventory Data Collection) will allow the Bureau of Transportation Data and Support to continue with the collection of short-term, classification and manual count data as well as any associated various tasks. In addition, these contracts allow for the processing of data, and collection of data to meet the Federal Highway Administration Model Inventory or Roadway Elements (MIRE) requirements as well as any innovative concepts to improve current BTDS tasks and requirements.
 - a. 4 Regions
 - i. Northeast
 - ii. Northwest
 - iii. Central
 - iv. South

EQUIPMENT: None.

STAFFING:

Abraham, A.	0.30
Aloe, A.	0.05
Aloe, R..	0.20
Auletta, L.	0.10
Brzostowski, P.	0.10
Griffis, R	0.20
Oberle, E.	0.05
Khalifa, A.	0.20
Osiegbu, J.	0.25
Signora, N.	0.30
Total Staff Time:	1.75 person years

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Traffic Monitoring System (TMS) – Traffic Data Processing & Analysis– 2207910 / 5320
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

Collect and process traffic volumes and vehicle class data throughout the state. Provide traffic data to various units of the Department, the MPOs, Local governments and individual constituents. Provide traffic data required for the Highway Performance Monitoring System (HPMS) program. Submit traffic volume and vehicle-type classification data to Federal Highway Administration (FHWA) monthly. Implement Innovative Concepts that will benefit the Bureau in regards to data collection and processing.

Traffic data collected under New Jersey’s Traffic Monitoring System for Highways will have a 95% confidence level of accuracy as we continue to install more sites, maintain existing sites and collect more samples.

GOALS/ACTIVITIES:

1. Submit monthly to the FHWA volume, classification, and weight data collected from continuous monitoring stations.
2. Review and process traffic volume and classification data collected by consultants at over 3,000 HPMS sample sections sites and about 500 ramp locations and data collected for other transportation related studies.
3. Maintain the database of all traffic data collected and update the internet home page and/or MS2 public facing webpage.
4. Calculate annually and update the tables for the seasonal adjustment factors, axle correction factors, and the annual average growth rates.
5. Manage AADTs Dynamic Segmentation Map contract.
6. Create training and tutorials or WIM / TVS related tasks.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Online monthly submittal via TMS to the FHWA of volume, classification, and weight data collected from WIM and TVS stations by the 3rd week of the following month.
2. Summarize classification and volume data for the HPMS Travel Activity by Vehicle Type report. Prepare all data for the annual processing.
3. Update [TMS Search website](#) and/or the MS2 public facing webpage on annual basis.
4. Create 2024 tables of seasonal adjustment factors, axle correction factors and the annual average growth rates.
5. Refine a working prototype for the AADT segmentation model utilizing multiple data sources and without utilizing physical traffic counts.

TRAVEL:	MS2 User Conference – 2024/2025 -	\$4,500.00
	MS2 Peer Exchange – 2024/2025 -	\$4,500.00
	*Two (2) attendees	

TOTAL: \$9,000.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Traffic Monitoring System (TMS) – Traffic Data Processing & Analysis– 2207910 / 5320
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

CONTRACTS:

Software contracts:

MS2 services - Software as Service \$ 350,000

- Yearly subscription for MS2 for support and maintenance of the online software to auto poll, house and process traffic counts from both short-term and permanent count locations.

AirVantage Wireless modem management System \$ 6,000

- Yearly Subscription for the AirVantage/ALMS modem management system. This is a cloud based system that will allow for the real-time management of the approximately 150 Wireless modems that are deployed in roadside cabinets for permanent count stations.

TOTAL: \$356,000

EQUIPMENT: None.

STAFFING:

Aloe., A.	0.05
Aloe, R.	0.20
Abraham, A	0.40
Auletta, L.	0.10
Brzostowski, P.	0.20
Oberle, E.	0.10
Signora, N.	0.25
Khalifa, A.	0.30
Osiegbu, J.	0.30

Total Staff Time: 1.90 person years

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Traffic Monitoring System (TMS) – Weights, Classifications and Speeds – 2207910 / 5330
MANAGER: *Stephen V. Choborda*
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

Collect and process traffic volumes and vehicle class data throughout the state. Provide traffic data to various units of the Department, the MPOs, Local governments and individual constituents. Provide traffic data required for the Highway Performance Monitoring System (HPMS) program. Submit traffic volume and vehicle-type classification data to Federal Highway Administration (FHWA) monthly. Implement Innovative Concepts that will benefit the Bureau in regards to data collection and processing.

Traffic data collected under New Jersey's Traffic Monitoring System for Highways will have a 95% confidence level of accuracy as we continue to install more sites, maintain existing sites and collect more samples.

GOALS/ACTIVITIES:

1. Collect truck weight, speed and classification data needed for the design of roadways and bridges.
2. Provide traffic data needed for the Highway Performance Monitoring System (HPMS) program and other various internal and external parties.
3. Share truck data with the Freight Planning & Services unit for the implementation of the Comprehensive Statewide Freight Plan.
4. Provide monthly, traffic volume, classification and weight data at 10 Strategic Highway Research Program (SHRP) Long Term Pavement Performance (LTPP) program sites to FHWA consultant.
5. Maintain all permanent Weigh-in-Motion (WIM) stations and Traffic Volume Stations (TVS) sites in good working condition.
6. Update the NJ WIM website annually.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR: 2025

1. Collect Weight, Classification, and Traffic Volume data continuously 24 hrs. daily.
2. Continue to provide various units of NJDOT, State Police and other agencies with truck weight, classification and other traffic data from permanent WIM stations.
3. Provide data to the Freight Planning & Services monthly.
4. Continue to support SHRP program.
5. Construction contract that will improve existing Permanent Count sites and install new non-intrusive sites.
6. Upload data to NJ WIM website.

CONTRACTS:

\$ 2,800 - Division of Purchase and Property (Calibration Truck driver salary).

- Assistance is provided to the New Jersey Department of Transportation for the calibration of existing Weigh-in-Motion (WIM) sites located across New Jersey to ensure proper functionality.

TRAVEL:

\$ 2,000 – TRB Conference – January 2024, Washington DC.

*One (1) Attendee

EQUIPMENT: None.

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Traffic Monitoring System (TMS) – Weights, Classifications and Speeds – 2207910 / 5330
MANAGER: *Stephen V. Choborda*
UNIT: Bureau of Transportation Data and Support

STAFFING:

Abraham, A.	0.20
Aloe., A.	0.05
Aloe, R..	0.30
Auletta, L.	0.10
Brzostowski, P.	0.15
Griffis, R	0.30
Oberle, E.	0.10
Signora, N.	0.25
Khalifa, A.	0.30
Osiegbu, J.	0.30

Total Staff Time: **2.05** person years

OVERTIME BUDGET:

\$ 20,000 - The Bureau staff plays a subject matter expert role in different CPM and Operations resurfacing projects impacting our WIM/TVS monitoring stations. The activities related to the construction contracts require overnight working hours due to Traffic Operations regulations to conduct in-road construction during off-peak hours. BTDS staff have an obligation to be present during sensor installations to make sure that all Quality Assurance rules are followed.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Functional Classification System, Federal Aid System and National Highway System –
2207910 / 5650
MANAGER: *Stephen V. Choborda*
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

To provide, maintain the most current and accurate information for New Jersey's Urban Boundary, Functional Classification System and National Highway System (NHS); performing modifications to these systems; and, maintaining / updating the data in associated databases when requests for updates are received.

GOALS/ACTIVITIES:

1. Analyze 2020 Census data or mapping that is made available through requests for updates.
2. In coordination with the FHWA, MPOs and the Counties, update the Urban Boundary and Function Classification System.
3. In compliance with the Moving Ahead for Progress in the 21st Century Act (MAP-21) performance measures and Fixing America's Surface Transportation Act or FAST Act, update the most current and accurate National Highway System (NHS).

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- Update maps for New Jersey's Urban Boundary, Functional Classification System and Federal-Aid System. Maps are made available to interested users via the Roadway System Section's website.
- Meet individually with the MPO involved and update the Urban Boundaries and Functional Classification System as Needed
- Update the NHS database file and Map.
 - Create a route list of all NHS and STP roadways if revisions are required
 - Revise various mileage statistics by county and jurisdiction of the Functional Classification System if required.
 - Provide the NHS data to our customers.
 - Update route List of all NHS and STP roadways if revisions are required.

TRAVEL: None

CONTRACTS: See 5930 sub job number.
HPMS maintenance contract

EQUIPMENT: None

STAFFING:

Aloe, A.	0.05
Auletta, L.	0.10
Brzostowski, P.	0.05
Yosef, W	0.10
Haji, S.	0.15
Oberle, E.	0.15

Total Staff Time: **0.60** person years

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Highway Performance Monitoring System – 2207910 / 5930
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

MISSION / OBJECTIVE:

To provide the most current HPMS data and its submittal; to ensure federal decisions are based on the best available and most accurate data for New Jersey. To maintain and monitor an integrated database, using random selection of road sections with predetermined functional classification system and volume groups, in accordance with procedures outlined in FHWA's "HPMS Field Manual." A submittal of HPMS data will be done on April 15 and June 15 yearly as required by FHWA representing the New Jersey Department of Transportation and the state of New Jersey. Also, a submittal of the New Jersey certified public road mileage will be done on June 1 yearly as required by FHWA.

GOALS/ACTIVITIES:

1. Develop and maintain inventory data collection programs for HPMS Update.
 - i. Design changes and enhancements to the NJDOT HPMS field and office version software. In coordination with the HPMS staff, current HPMS consultant will review and make the needed updates/changes to both versions.
 - ii. Staff will inventory half of the twenty-one counties for the 2025 data year. All the HPMS sample sections for half the counties will be field inventoried by in house staff.
 - iii. Sample sections will be checked for both consistency and accurate data elements.
 - iv. Staff will begin to identify, investigate, and if suitable, inventory new sample sections throughout the State.
 - v. All sample sections to be homogeneous and will be field inventoried for data and roadway features/elements per HPMS specifications.
2. Complete the 2024 Certification of Public Road Mileage and the 2025 HPMS submittal, 2024 data year.
 - i. Certified Public Road Mileage will be input into the FHWA system on or before June 1.
3. Prepare all the data requirements for 2025 HPMS FHWA submissions.
 - i. Collect the various needed pavement data items per FHWA's guidelines for both full extent and sample sections. Review and then process the pavement data items to the HPMS dataset for the 2024 data year.
 - ii. Update the HPMS dataset to include the correction of anomalies between NHS and the Functional Classification in the FHWA HPMS application.
 - a. Run a validity check between the HPMS dataset and the SLD tables to ensure accuracy exists between both datasets.
 - b. Provide details and documentation for any changes or updates to both datasets.
 - iii. Complete the updating of all twenty-one county sample section maps. Show all HPMS sample sections on maps that are to be inventoried.
 - iv. Assist FHWA local office with field inspection of random HPMS sample sections.
 - a. Review and field inspect random sample sections through-out the twenty-one counties.
 - b. As per FHWA guidelines for HPMS, all sample sections need to be reviewed and checked for both the accuracy and consistency of each data element.
 - v. Identify and investigate all HPMS full extent sections that need updated or current AADTs.
 - a. Updates will be applied to the HPMS dataset after each AADT is validated.
 - vi. Analyze all HPMS volume groups that are oversampled and under sampled.
 - a. Delete sample sections that are oversampled per each volume group.
 - b. Review clustering of too many sample sections when mapping samples on county maps, if applicable.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Highway Performance Monitoring System – 2207910 / 5930
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

- vii. Update the HPMS dataset with new local road mileage for the data year 2024.
 - a. Any new inventoried local road mileage will be checked and reviewed before being updated to the HPMS dataset.
- viii. Update all the NHS Pavement data metrics each year as required by FHWA for the 2025 HPMS Submittal.
4. Update the Department's website with the 2023 Mileage and Vehicle Miles Traveled (VMT) statistics reports.
 - i. After approval from FHWA of the 2024 HPMS submittal NJDOT's website will be updated. This will be completed before December 31st.
5. Provide continuous feedback concerning the new software and submittal procedures to the FHWA NJ Local office and headquarters in Washington D.C.
 - i. Any concerns and questions will be directed to FHWA for guidance and direction.
6. Staff will participate in several HPMS webinars regarding the HPMS Policies, Data Elements, and Software updates. These Webinars will take place virtually from the FHWA offices.
 - i. Webinars will inform the states of what procedures and steps should be followed to meet all of FHWA's requirements.
 - ii. Stay up to date with postings/information on FHWA's HPMS online community page.
7. Staff will inventory the unpaved roadways in the State.
8. Review the Model Inventory of Roadway Elements (MIRE), Fundamental Data Elements (FDEs) Gap Analysis and provide the update to NJDOT's Safety Section and TMS Unit.
9. Review the National Performance Management Research Data Set (NPMRDS) – Travel Metrics Time

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Collect roadway inventory data and pavement condition data for the FHWA HPMS Submission.
 - i. Provide enhanced HPMS NJ program.
 - ii. Create and collect new sample sections and input the data into HPMS NJ Software
2. Submit New Jersey's Annual Certification of Public Roadway Miles and address comments from FHWA on HPMS 2024 data year submissions.
3. Perform New Jersey's Annual HPMS submittal to the FHWA.
4. Provide current HPMS data related roadways on the NJDOT Website
 - i. VMT estimates by Urbanized Area and County.
 - ii. Mileage statistics by Urbanized Area and County.
 - iii. NHS Mileage
5. Provide Feedback to the NJ local FHWA office and FHWA Headquarters Washington, D.C.
6. Participate in the HPMS Trainings, Seminars and Webinars.
7. Collect roadway inventory data on unpaved roadways in the State.
8. Update the Model Inventory of Roadway Elements (MIRE), Fundamental Data Elements (FDEs) for Safety programs. Continue to work on the MIRE Gap Analysis.
9. Download NPMRDS – Travel Time Metrics and submittal to the FHWA HPMS annually.

TRAVEL:

Highway Information Seminar, Washington D.C. 2025 - \$0.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Highway Performance Monitoring System – 2207910 / 5930
MANAGER: Stephen V. Choborda
UNIT: Bureau of Transportation Data and Support

CONTRACTS:

New Highway Performance Monitoring System Maintenance Contract - \$500,000.00

- The current Highway Performance System Maintenance Contract is set to expire in February of 2025. Therefore, a new contract will be prepared in late 2024 to provide a seamless transition of HPMS related efforts. This contract will allow slight overlap for transition of current responsibilities and on-gong maintenance requirements as needed. The Highway Performance System Maintenance Contract is comprised of various tasks that assist the Bureau with the yearly FHWA submittal of required HPMS data. This contract assists with the urban boundary and functional classification updates, federal aid system updates, maintenance and updates to the existing databases, and support for various tasks associated with the HPMS.

AADT Segmentation Map Contract \$ 400,000

- A new AADT Segmentation Contract will further update an Average Annual Daily Traffic (AADT) map for the State of New Jersey. In addition, locations will be identified for missing AADT data to be backfilled.

TOTAL CONTRACTS: \$900,000.00

EQUIPMENT:

N/A

STAFFING:

Aloe, A.	0.05
Aloe, R.	0.10
Auletta, L.	0.10
Brzostowski, P.	0.10
Yosef, W.	0.45
Haji, S.	0.45
Oberle, E.	0.15
Signora, N.	0.10
Griffis, R.	0.50
Khalifa, A.	0.10
Osiegbu, J.	0.15

Total Staff Time: **2.25** person years

Overtime budget

\$ 15,000 - To review and update HPMS biennial sample sections data collections, update AADT/ramp AADT and unpaved roadways data collections. Also, in the 2018 HPMS submissions, we had shortfall on the sample sections data collections. To remedy the shortfall, we divided the state counties into two instead of three. To complete the yearly sample data collections, we collect the sample section data through overtime on Saturdays.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Statistics – 2207889 / 5420
MANAGER: Naileen Rodriguez
UNIT: Traffic Monitoring - GIS

MISSION / OBJECTIVE:

For New Jersey to consistently provide reliable, accurate and timely Transportation Statistics submissions. To compile and report statistical data as prescribed by FHWA to ensure the State receives its maximum share of Federal Fuel Tax revenue apportionments and the data produced and published by FHWA and potentially used by independent research organizations properly reflects state highway capital spending and maintenance metrics.

GOALS/ACTIVITIES:

1. Submit FY24 FHWA Forms 531, 532, 541, 542, 556, 561, and 562/566 due April 1, 2025.
2. Submit FY24 FHWA Form 534 due May 15, 2025.
3. Submit FY24 FHWA Form 536 due October 1, 2025.
4. Submit FY24 financial statements from toll authorities (NJTA & SJTA) due April 1, 2025.
5. (ongoing) Submit/update FHWA Form 551M, due within 90 days after close of each reporting month.
6. (ongoing) Respond timely to periodic inquiries from FHWA regarding data review/verification.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Timely submission of FHWA Forms 531, 532, 541, 542, 556, 561, and 562/566.
2. Timely submission of FHWA Form 534.
3. Execute contract with independent research consultant for timely submission of FY24 FHWA Form 536.
4. Provide draft/final annual financial statements for toll authorities (NJTA & SJTA) once available.
5. Monthly submissions and updates of FHWA Form 551M.
6. Timely and complete responses to periodic inquiries from FHWA regarding data review/verification.

TRAVEL:

None.

CONTRACTS:

(TBD) FHWA 536 Local Highway Finance Report for FY 2024 – \$50,000

EQUIPMENT:

None.

STAFFING:

Naileen Rodriguez, Comptroller, 0.10 person-years.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Geographic Information Systems – 2207889 / 5210
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

MISSION / OBJECTIVE:

To develop, manage, maintain and provide the most current, accurate, reliable and productive geospatial data, applications and technical expertise in support of the New Jersey Department of Transportation (NJDOT) and its mission by supporting department-wide activities, improving accessibility & safety and continuing to work and plan cooperatively with other governmental agencies at the federal, state and local level.

GOALS / ACTIVITIES:

1. Coordinate efforts with federal, regional, county and local agencies in GIS development to avoid data redundancy and increase GIS presence. Assess technological advances in the geospatial industry, including both hardware and software solutions, and plan implementation when appropriate, including training of Department staff to support the GIS environment.
2. Continued support and development of an industry standard Enterprise GIS software platform and associated interfaces and Relational DataBase Management System (RDBMS) back-end storage for managing and maintaining current GIS datasets/tables. Updating data and resources utilizing and consuming current database table information from the Enterprise Data Warehouse (EDW) to reflect current conditions.
3. Manage and facilitate digitized GIS versions of various NJDOT assets, utilities and activities: Roadway Network (RWN), Waterway Linear Segmentation (WLS), Aviation, Drainage, Railroad, Guiderail, and Environmental Resiliency, etc.
4. Maintain Waterway Linear Segmentation (WLS) which provides a linear reference system for NJ navigational waterways, and the Dredged Materials Management System (DMMS) used for shoaling project planning and enhancing use of available beneficial dredged materials throughout the state. Liaison between OIT/OGIS, vendors and the Office of Marine Resources (OMR) allowing Marketplace to match material consumers and providers at a savings to NJDOT. This data supports various OMR planning and engineering projects.
5. Assist development and improvement of various GIS related projects funded throughout the NJDOT supporting their goals: CPM - Guiderail Asset Management, Operations-Transportation Asset Management System (TAMS), HPMS, MIRE, etc. Many of these improvements involve platform upgrades and migrations, some to a cloud environment (e.g., ArcGIS Enterprise, Hub, Portal, AGO, Azure, etc.).
6. Create and maintain the Geotechnical Data Management System which allows users to search online for engineering soil information. The application created on DOT GIS system is maintained and allows updating to database as necessary, including continued updating of soil borings logs and data into system.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Continued updates to shared datasets with federal, regional, county and local agencies in GIS. Continue to attend NJ Geospatial Forum and Round Table (GIC), informational presentations, conferences and webinars to investigate new technologies and advancements for potential solutions. Test and install software upgrades and patches as they become viable. (Ongoing Activity)
2. Support, maintenance and upgrades of the enterprise GIS infrastructure and data. Continue to resource database table information via Enterprise Data Warehouse (EDW) to reflect current conditions. (Ongoing Activity)
3. Continued support and maintenance of state enterprise infrastructure requirements. Resource database table information via authoritative management system or Enterprise Data Warehouse (EDW) to reflect current conditions. Examples include; Bridge, Capital Plan, SLD, Pavement, Traffic Counts, etc. (Ongoing Activity)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Geographic Information Systems – 2207889 / 5210
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025: (cont'd.)

4. Manage IT & GIS project requirements for the Waterway Linear Segmentation (WLS) application and update database as necessary, including continued updating of bathymetric survey data into system, and the Dredged Materials Management System (DMMS.) Continued development of Marketplace and promotion of program. (Ongoing Activity)
5. Manage various IT & GIS project requirements of GIS related projects for various bureaus within NJDOT, maintaining applications and update GIS databases as necessary. (Ongoing and New Activities)
 - a. CPM - Guiderail Assets, updating replaced or damaged rail and terminals,
 - b. Operations-Transportation Asset Management System (TAMS), providing active construction and crew linework,
 - c. Local Aid Project Mapping, providing SRI project location assistance,
6. Manage IT & GIS requirements for the Geotechnical Data Management Systems which automates vendor uploading of new soil borings, application and update database as necessary, including continued updating of soil borings data into system. Vendor to be hired using GIS Service Contract T-1841 to scan in backlog of submissions.

TRAVEL:

Year One: \$11,000

- Allow multiple staff to attend the ESRI User Conference in California (July 2025), which provides 5 days of ESRI software training, hundreds of user presentations that share best practices, and user-to-user communication opportunities essential for learning about real-life GIS experiences, best practices, and tips.
- Allow multiple staff to attend the AASHTO GIS-Transportation Conference (Spring, 2025) where GIS professionals from government and private industry share information and skills pertinent to NJDOT GIS program.

Year One: (Estimate - \$ 10,420)

1. We hope to send two GIS Specialists to attend the **2025 ESRI User Conference** in San Diego, California.

\$1,650 5 nights hotel (\$300 per night plus tax)
 \$750 Round Trip airfare Philly to San Diego.
 \$200 Parking
 \$450 per diem around \$75 a day (6 days).
Total - \$3050 per person x two = \$ 6100

2. We hope to send two GIS Specialists to the **2025 AASHTO GIS-Transportation** event in Portland, OR.

Registration Fees : \$400
 Hotel Fee: \$1000
 Air fare: \$360
 Transportation : \$200
Allowance: \$200
Total : \$ 2160 Per Person x two = \$ 4320

Year Two: \$12,000

- Allow multiple staff to attend the ESRI User Conference in California (July 2026), which provides 5 days of ESRI software training, hundreds of user presentations that share best practices, and user-to-user communication opportunities essential for learning about real-life GIS experiences, best practices, and tips.
- Allow multiple staff to attend the NSGIC Conference (Fall, 2026) where state government GIS professionals share information, skills, technology and procedures.

CONTRACTS: None

EQUIPMENT: None

STAFFING:

Thomas Rafferty, GIS Specialist 1	0.25
Magdy Guirguis, Administrative Analyst 3	0.25
Nirali Patel, Software Development Specialist 2	0.50
Chris Tenebruso, GIS Specialist 2	0.25
David Weighart, GIS Specialist 3	0.25
Michael Prihoda, GIS Specialist 3	0.25
Total	1.75

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Automated Mapping - Graphics – 2207889 / 5220
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

MISSION / OBJECTIVE:

To develop, manage, maintain and provide the most current, accurate, reliable and productive geospatial data, applications and technical expertise in support of the New Jersey Department of Transportation (NJDOT) and its mission by supporting department-wide activities, improving accessibility & safety and continuing to work and plan cooperatively with other governmental agencies at the federal, state and local level.

GOALS / ACTIVITIES:

1. Rapidly respond to NJDOT's special GIS mapping requests, by providing digital and hard copy graphic and cartographic materials.
2. Rapidly respond to NJDOT's special GIS web mapping and GIS application requests, by providing web map services, maps and applications customized to requested needs.
3. Keep updated state and county digital base map layers using digital orthophotography, LiDAR and other source information to add new local roads, features, points of interest and realign the existing hydrography, as well as cultural, environmental and boundary features. These datasets include base layers such as state, county, municipal boundaries, coastlines, waterways, census tracts, legislative & congressional districts, etc. This ensures each state agency uses and shares the same boundaries and datasets.
4. Provide plotters and support for Department large format plotting, including supporting the newly provided consolidated 42" and 36" plotters located throughout the department facilities.
5. Provide support for digital mapping and plotting to users allowing self-support via mapping portal.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Continue to complete and deliver Department geospatial mapping requests as required. (Ongoing Activity)
 - a. Custom map requests will be turned around in 5 business days
 - b. Standard plots will be turned around in 2 business days.
2. Continue to complete and deliver Department geospatial web and application requests as required. Applications customized to include data sharing, security, user tools, field data collection tools as well as dashboard creation. (New Activity)
3. Continued updates to state roadway, county land/boundary and municipal base maps. Update using digital orthophotography to add new local roads, cultural and environmental features. Data sourced to authoritative datasets from various bureaus, Departments and Enterprise Data Warehouse. (Ongoing Activity)
4. Maintain equipment and promote Department plotting on the IT provided consolidated plotters located throughout the department facilities. (Ongoing Activity)
5. Provide technical assistance for use of new tools and platforms allowing users to create their own maps without desktop GIS (New Activity)

TRAVEL: None

CONTRACTS: None

EQUIPMENT:

- Year Two - \$15,000 Plotter Purchase – Plotter required to support plotting for all custom and standard mapping requests and support plotting of Cartographic / Photo Images such as State map (42" plotter.)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Automated Mapping - Graphics – 2207889 / 5220
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

EQUIPMENT: (cont'd.)

These plotters are necessary to support the job activity goals of providing rapid plotting of NJDOT's special GIS mapping requests, including providing hard copy graphic and cartographic materials. Large format plotters are required to provide clear accurate mapping support for GPS projects, state/county digital base map layers using digital orthoimagery, LiDAR imagery and photo raster image files. Equipment purchases are in accordance with 2 CFR 200.48: §200.48 and 2 CFR 200.89: §200.89

STAFFING:

Thomas Rafferty, GIS Specialist 1	0.25
Nirali Patel, Software Development Specialist 2	0.25
Chris Tenebruso, GIS Specialist 2	0.25
David Weighart, GIS Specialist 3	0.25
Michael Prihoda, GIS Specialist 3	<u>0.25</u>
Total	1.25

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: New Jersey State Transportation Map – 2207889 / 5230
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

MISSION / OBJECTIVE:

To develop, manage, maintain and provide the most current, accurate, reliable and productive geospatial data, applications and technical expertise in support of the New Jersey Department of Transportation (NJDOT) and its mission by supporting department-wide activities, improving accessibility & safety and continuing to work and plan cooperatively with other governmental agencies at the federal, state and local level.

GOALS / ACTIVITIES:

1. Manage and maintain the cartographic and digital production of the Official New Jersey State Transportation Map which is provided for free distribution to the public. State transportation base maps, inset maps and datasets are kept updated to reflect current information.
2. Planning and creation of new theme, colors and appearance and layout templates for the future planned map. Selection and authorization of photography for cover and backside artwork, ensuring permissions /waivers are obtained.
3. Collaborate with multiple NJDOT Bureaus, other NJ Departments and Agencies for inclusion of other transit agency information, safety, security data resources and Travel & Tourism information.
4. Initiate and assist in the state procurement process, allowing selection of the vendor for printing. Requiring safeguards for delivery including multiple press proof color separations and quality assurances prior to printing. Providing on-site visit ensuring color accuracy and map registration prior to final printing.
5. Assist in the acceptance, receiving and accounting of maps in storage, prior to planning and arranging map distribution throughout the state.
6. Migrate all State Map base layers to new GIS platform (ArcGIS Pro) as old platform is being discontinued (ArcGIS Desktop/ArcMap).

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Ensure staffing and training complete for map creation team effort, providing continued updating of the base maps, insets and datasets to reflect current information. (Ongoing Activity)
2. Development of new layouts, themes and content for the next official state map printing. Review imagery and photos for publication, from various outlets including new leadership. (New Activity)
 - a. Obtain and file official photo releases.
3. Collaborate with sister departments and agencies to gather current up-to-date datasets. (Ongoing Activity)
4. Prepare specifications, budgeting and bid process requirements after submission of final map files to printer. Conduct final on-site press proof and quality assurance before final print. (New Activity)
5. Accept, receive, store and plan for distribution of final map product. (Ongoing Activity)
6. Prepare, implement and QA test the migration onto the new ArcGIS Pro platform. (New Activity)

TRAVEL: None

CONTRACTS: None

EQUIPMENT: None

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: New Jersey State Transportation Map – 2207889 / 5230
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

STAFFING:

Thomas Rafferty, GIS Specialist 1	0.25
Magdy Guirguis, Administrative Analyst 3	0.25
Chris Tenebruso, GIS Specialist 2	0.25
David Weighart, GIS Specialist 3	0.25
Michael Prihoda, GIS Specialist 3	0.25
Total	1.25

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Digital Data Distribution – 2207889 / 5240
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

MISSION / OBJECTIVE:

To develop, manage, maintain and provide the most current, accurate, reliable and productive geospatial data, applications and technical expertise in support of the New Jersey Department of Transportation (NJDOT) and its mission by supporting department-wide activities, improving accessibility & safety and continuing to work and plan cooperatively with other governmental agencies at the federal, state and local level.

GOALS / ACTIVITIES:

1. Maintain the NJDOT GIS Internet & Intranet webpages providing current county maps, state base maps, data download links, GIS information and access links to various developed GIS applications.
2. Create, manage, maintain and plan for multiple NJDOT GIS content managers to support current and future NJDOT geospatial needs: ArcGIS Desktop migrating into ArcGIS Pro platform, ArcGIS Enterprise (Server, Portal, Data Warehouse), ArcGIS Hub, ArcGIS Online, ESRI Field Apps (Survey 123, etc.).
3. Distribute GIS datasets and maps via various media including; paper maps, FTP and feature web map services. Data also provided in various formats such as: file geodatabases, mobile geodatabases and map layers and features. Map products provided in various formats such as; .pdf, .jpeg, .ai, and other raster formats, on various paper types, sizes and include mounted or laminated boards.
4. Continue enhancing GeoTrans (NJDOT internal web-based mapping system) providing current management system data from various bureaus of NJDOT and EDW, allowing analysis, display, exporting and printing capabilities.
5. Development, maintenance and enhancement of NJDOT's ArcGIS Server and ArcGIS Online web based platforms, providing viewers feeding information to be populated on base maps, provided to general public via web applications, including: SRI Locator, Aviation, Agreement & Jurisdictional Map, Address Locator, Park & Ride, Geodetic Monuments, etc. Continued development of AGOL infrastructure which will allow the creation of interactive web maps and dashboards for various divisions within NJDOT to allow for project analysis and data sharing.
6. Develop and maintain a complete NJ statewide imagery system, by collecting new imagery datasets in collaboration with OGIS, NJDEP, NGA, Corps of Engineers, OHSP and private vendors. Imagery types include LiDAR, Aerial, Satellite, Ortho, Oblique and other raster imagery formats and services in order to support the NJDOT raster needs.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Continued updating and improvement of available GIS applications, data, maps and interactive viewers on NJDOT GIS Internet and Intranet web pages, including an Open Data sharing platform based on ArcGIS Hub technology. (Ongoing Activity)
2. Manage existing GIS content managers including working with NJOIT/OGIS for required infrastructure improvements needed for future GIS improvements. (Ongoing Activity)
3. Distribute data and mapping products via various media, including ArcGIS Hub, Portal, dvd's, mounted and laminated boards. (Ongoing Activity)
4. Continue to provide a web presence for GIS through GeoTrans web viewer, customizing new map enhancements including: map tools, analysis, map tips, transparency, buffers, plot template, export template, SQL queries, clip, conversion tools, etc. (Ongoing Activity)
 - a. Resource data connections to utilize current EDW availability.
5. Develop special web applications as needed/requested from NJDOT groups utilizing ArcGIS Server and AGOL platforms in order to improve data sharing capabilities. (New Activity)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Digital Data Distribution – 2207889 / 5240
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning / GIS

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025 (cont'd):

- 6. Develop collection of various imagery datasets in collaboration with OGIS, NJDEP, NGA, Corps of Engineers, OHSP and private vendors, including securing web service solutions and various raster file datasets. (New Activity)

TRAVEL: None

CONTRACTS:

Year One

- \$150,000 funding for 2025 Statewide Orthoimagery Project. Imagery will provide full statewide coverage, 4 band, leaf off, 1 ft resolution in support of the GIS platform. NJDOT will participate in a cost sharing effort to fund this collection with NJDEP and the Office of Information Technology /GIS facilitating this effort. This project will provide much needed updating, as last collected in 2015, and will support many bureaus including: Transportation Security, Land Use/Environmental, Freight/Rail, Maritime, Aeronautics, Planning and Highway Classifications, etc. Beyond the Department the imagery is utilized by most the MPO's, Federal, State and Local agencies.
- \$25,000 funding for ESRI GIS training. This project supports the NJDOT GIS modernization program with vendor training to bolster the transition from ArcGIS Desktop to ArcGIS Pro and ArcGIS Portal for users. Provides additional training for GIS staff to better manage the enterprise GIS system and support the users throughout the Department as well as developing a NJDOT GIS training program.

Year Two

- \$150,000 funding for GIS consultant services. This project supports NJDOT GIS initiatives including development of ArcGIS Hub, Enterprise and Portal environments to support department users. Also provides training for GIS staff to better manage these environments as well as developing a NJDOT GIS training program. This funding for GIS consultant services supports NJDOT programs including Drainage, Guiderail, Basins, Emergency Management, LiDAR-Elevation, Geotechnical, Maritime, etc.

EQUIPMENT: None

STAFFING:

Thomas Rafferty, GIS Specialist 1	0.25
Magdy Guirguis, Administrative Analyst 3	0.50
Nirali Patel, Software Development Specialist 2	0.25
Chris Tenebruso, GIS Specialist 2	0.25
David Weighart, GIS Specialist 3	0.25
Michael Prihoda, GIS Specialist 3	0.25
	<hr/>
Total	1.75

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Systems Information Management and Data Integration - 2207889 / 5250
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning/Information Management Unit

MISSION / OBJECTIVE:

To provide NJDOT with Departmental data resources in a manner that avoids duplication and promotes easy and open access to data throughout the Department.

To offer analysis, design and implementation of integration of the NJDOT Transportation Management Systems that support department-wide activities.

GOALS/ACTIVITIES:

1. Optimize Enterprise Data Warehouse and Business Intelligence tools within our environment, to leverage the existing system and to support additional components for a seamless and transparent product. Meet the informational and administrative needs necessary to support the day-to-day management of the Department. Provide the ability to query the Enterprise Data Warehouse and retrieve data from all integrated systems.

Data Marts have been created to facilitate quick retrieval of data and reports. Business Objects Universes continue to be built to satisfy user community reporting needs. The EDW allows the user community, system owners and planners, better advice for new projects and investments and to answer questions that have not been previously possible. Provide Business Objects training and education to NJDOT user community.

2. The NJDOT Data Stewardship Council shall review and discuss issues related to the Enterprise Data Warehouse. The Council shall also review planned changes to the Enterprise Data Warehouse source systems and the possible impact of the planned changes. The goal is to ensure that system changes are properly vetted among all affected parties to avoid unnecessary IT Data Warehouse development costs.
3. The New Jersey Department of Transportation (NJDOT) has several internal data systems that are critical to the effective management of New Jersey's transportation infrastructure. These systems provide decision support to management in the areas of planning, design, construction, maintenance, and operations of NJDOT's wide array of infrastructure. TransINFO is part of the Department Enterprise Data Warehouse (EDW) that combined datasets from numerous transportation management systems to support NJDOT planning efforts and facilitate analysis across multiple disciplines. The current NJDOT Enterprise Data Warehouse is Oracle 19c and it is hosted by NJOIT. The Enterprise Data Warehouse is further organized into smaller logical units called Data Marts. Currently the data marts are: TransINFO and Executive Information System (EIS). Goals for this period include:
 - a. The EDW enhancement project consists of adding data from several new source systems and enhancing existing EDW tables with new and modified data from updated DOT source systems.
 - Safety Portfolio Projects data
 - PMRS e-Builder (Project Management Reporting System)
 - Maritime, DMMS (Dredged Materials Management System)
 - AASHTOWARE Site Manager (Construction Projects data)
 - FMIS data
 - b. Addition of new source systems
 - Maritime, WLS (Waterway Linear Referencing System)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Systems Information Management and Data Integration - 2207889 / 5250
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning/Information Management Unit

GOALS/ACTIVITIES: (cont'd.)

- TAMS (Transportation Asset Management System) – Claims and Drainage data
 - PPMS (Pavement Project Management System)
 - eBuilder SAGE (Municipal aid awards/projects data)
 - CRD Crash data
4. Develop a multi-phased plan for enabling MPOs access to Data Marts via Business Objects. The MPO representatives will provide their anticipated data needs, categorized by management system, identifying how the data will be used. An MOU renewal for the MPO data sharing project is in progress. Per the Models of Regional Planning Cooperation, this project will promote the cooperation and coordination across MPO and State boundaries to ensure a regional approach to transportation planning and reporting via the Enterprise Data Warehouse. Provide the analytical tool available via Business Intelligence; develop Business Objects reports as per the data needs; including training.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Provide Business Objects training and education to MPO's/ FHWA for the TransINFO Planning Data Mart and Dashboards and EIS dashboards. Continue training of the NJDOT user community for new users, etc. (New and Ongoing)
2. Meet bi-annually with Management Systems Data Stewards. (Ongoing)
3. Add data from new source systems and enhance existing EDW tables with new and modified data from updated DOT source systems. Support the NJDOT user community for the development of Business Objects reports and Dashboards as requested. (New and Ongoing)
4. Provide the MPO's access to the analytical tool available via Business Intelligence to access the EDW data and reports. Provide training and act as the liaison between MPO's and DOT Source SME's for supporting data sharing as needed. (New and Ongoing)
5. Develop a new dashboard for the Capital Project Management division to monitor the Construction projects' timelines and funds. (New)
6. Support for DOT user community on new and existing Business Object development for Funds management (Contracts, Agreements, Vendors), eCATS time management (Overtime, Emergency management) and Budget reports. (New and Ongoing)

TRAVEL: None

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transportation Systems Information Management and Data Integration - 2207889 / 5250
MANAGER: Timothy Stewart
UNIT: Bureau of Information Management & Technology Planning/Information Management Unit

STAFFING:

Silpa Reddy, Administrative Analyst 4	1.00
Jyothi Puchalapalli, Software Development Specialist 2	1.00
Lily Goyal, Information Technology Specialist	1.00
Vasavi Mukkamala, Administrative Analyst 3	1.00
Snehaben V. Desai, Information Technology Specialist	1.00
Siresha Avva, Administrative Analyst 3	1.00
Deepthi Chinthapatla, Administrative Analyst 3	1.00
Kiranmai Sadineni, Administrative Analyst 3	1.00
Priti Sharma, Administrative Analyst 3	1.00
Poonam Patel, Administrative Analyst 3	1.00
Priyanka Yarakaraju, Administrative Analyst 3	1.00
Vacant – Backfill, Software Development Specialist 2	1.00
Vacant - Backfill, Information Technology Specialist	1.00
Vacant - Backfill, Information Technology Specialist	<u>1.00</u>
Total	14.00

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development DVRPC - Environmental – 2207891/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

MISSION / OBJECTIVE:

Identify projects that can be delivered in the DVRPC Administered Local Concept Development (LCD) Program; dismiss those that have fatal flaws that preclude project delivery.

Identify environmental parameters that, along with the Project Purpose and Need, will be used to evaluate alternatives in order to develop the Initially Preferred Alternative (IPA). Based on sufficient environmental analysis, determine the appropriate National Environmental Policy Act (NEPA) classification (Categorical Exclusion, Environmental Assessment, Environmental Impact Statement) for the IPA. Complete NEPA documents for limited scope projects as needed.

GOALS/ACTIVITIES:

The Division of Environmental Resources will continue to:

1. Ensure viable projects enter the LCD phase by providing subject matter expertise regarding candidate applications.
 - a. Review applications for candidate projects; provide input to selection process.
 - b. Conduct field visits to the project location to identify site specific design and constraint issues.
 - c. Provide subject matter expertise guidance related to Scopes of Work, Man-Hour Estimates, Request for Proposal (RFPs) and consultant proposals.
2. Participate in Project Team Meetings to understand the factors that influence design decisions that are being made and to provide timely input regarding environmental concerns.
3. Assist in the development of the Purpose and Need Statement/Goals and Objectives
 - a. Ensure the avoidance and/or minimization of impacts to environmental resources is considered during project development, in accordance with local, state and federal environmental regulations.
 - b. Ensure mitigation requirements for impacts to environmental resources are understood and included in the project during project development to facilitate obtaining approvals from permitting agencies.
4. Ensure a thorough and comprehensive environmental constraint analysis that is consistent with the Federal Highway Agency (FHWA) Planning and Environmental Linkages (PEL) approach is conducted during LCD.
 - a. Ensure all socioeconomic and environmental factors, including community concerns related to equity, Environmental Justice, sustaining livability, and quality of life issues are identified and considered.
 - b. Seek technical assistance/comments from Review Agencies, Stakeholders, and the public to identify environmental constraints (e.g. wildlife crossings) and assess the importance/significance of those constraints.
5. Ensure appropriate alternatives that satisfy the project Purpose and Need and consider environmental factors are fully investigated prior to selecting the IPA.
 - a. Ensure that a sufficient range of alternatives is identified that addresses (to the degree known) environmental concerns and constraints for the project
 - b. Ensure that appropriate coordination with Stakeholders and Review agencies is conducted (re: alternatives).

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development DVRPC - Environmental – 2207891/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

6. Participate in the Internal Review Committee (IRC) meetings to select the project IPA.
 - a. Review the LCD Report to ensure the environmental concerns are reflected in the Purpose and Need Statement, Environmental Constraints, Alternatives Analysis, and Anticipated environmental approvals and coordination with permitting agencies.
 - b. Provide input regarding the project schedule Preliminary Engineering (PE) and Final Design (FD) based on required environmental approvals and coordination with permitting agencies.
7. Once an IPA is identified, determine the appropriate NEPA environmental document that will be required in the subsequent PE Phase of work.
 - a. Ensure that NEPA requirements are considered.
 - b. Seek concurrence from FHWA on the appropriate environmental document.
8. Participate during PE and FD phases in the review of the RFP to ensure tasks are included to complete the environmental studies (if required) and coordination with permitting agencies and the public (if required).
9. When appropriate and consistent with PEL, complete the NEPA environmental document.
 - a. Conduct field review as needed.
 - b. Complete appropriate technical studies/analysis as required for NEPA compliance.
 - c. Seek comments from the review agencies, stakeholders and the public on technical studies.
 - d. Prepare appropriate NEPA and other (Section 4(F), MOA, etc.) documentation required to define environmental constraints that must be considered in PE.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Work is anticipated to continue on the following projects in CY 2025:
 - Williamstown Rd (CR536 Spur) and Erial Rd (CR 706) Intersection Improvements, Winslow Township
 - Dinosaur Trail (Mantua, Pitman, Glassboro, Harrison)
 - CR 653 Paulsboro Road and CR 684 Repaupo Station Road/Asbury Station Road
 - Rancocas Creek Greenway, Route 130 (MP 40-42)/Rancocas Creek Crossing
 - Burlington County Bridge D4.56 Church Road (CR 616) over Southwest Branch of Rancocas Creek
2. New LCD projects and consultants to pursue the CD analysis will be selected for multiple projects through the joint efforts of DVRPC and NJDOT staff (Goal 1).
3. LCD studies will be complete as a basis for selection of an IPA (Goals 2-6) and the identification of the appropriate NEPA document (Goal 7).
4. Review the RFP and associated PE/FD Proposal include environmental task, if required (Goal 8).
5. NEPA documents will be completed for Limited Scope of other projects as circumstances warrant (Goal 9).

TRAVEL: No travel costs are anticipated.

CONTRACTS: None

EQUIPMENT: None

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development DVRPC - Environmental – 2207891/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

STAFFING: Division of Environmental Resources

Sean Warren	Project Manager Transportation	0.043
Jeffrey Gendek	Environmental Specialist 4	0.058
Sarah Helble	Environmental Specialist 3	0.038
Shaquille Fearon – Elliott	Environmental Specialist 1	0.034
Ryan Scully	Environmental Specialist Trainee	0.019
Sean Ream	Environmental Specialist 4	0.008
Sharon Coe	Environmental Specialist 3	0.004
Lindsay Thivierge	Program Specialist 2	0.014
Harrison MacDowall	Environmental Specialist Trainee	0.001
Ishita (Khushi) Malhotra	Environmental Specialist Trainee	0.019
New Hire	Environmental Specialist 4	0.048
New Hire	Environmental Specialist Trainee	0.019
New Hire	Environmental Specialist Trainee	0.019
Paula Scelsi	Environmental Specialist 4	0.008
Raymond Souweha	Environmental Specialist 3	0.002
John Riggi	Environmental Specialist 3	0.019
David Luciano	Environmental Specialist 1	0.001
	Total:	0.354 py

STATE PLANNING AND RESEARCH PROGRAM, 2023 – 2024

ACTIVITY: Local Concept Development – Local Aid – DVRPC-2207891 / 4999
MANAGER: Laine Rankin
UNIT: Division of Local Aid and Economic Development

MISSION / OBJECTIVE:

Establish and identify projects through concept development that can be delivered in the various Local Aid Programs. The objective of this effort is to work with the MPO's in developing Preliminary Preferred Alternative (PPA) that addresses transportation needs established in this phase. Also, to assist the MPO in determining project local concept development key tasks such as coordination with stakeholders.

GOALS/ACTIVITIES:

1. Select participation on Consultant Selection Committee for advertisement of RFP.
2. Provide technical expertise and local knowledge towards the development of the Purpose & Need.
3. Participation on Project Selection Team to provide expertise towards identification of fatal flaws and selection of Preliminary Preferred Alternative at a planning level detail. Collaborate with the DVRPC and other MPOs as appropriate, to further incorporate multimodal planning context and coordination in the development of a Preferred Project Alternative (PPA).
4. Coordinate meetings with NJDOT SME's and the IRC as needed throughout the duration of a project. Occasional overtime may be necessitated on a particular study in order to complete reviews or provide guidance as necessitated by the project schedule, the political nature of the study and other time sensitive issues.
5. Participation on Interagency Review Committee to conduct periodic reviews as subject matter experts towards project eligibility and approval to advance to the next phase.
6. Approve LCD studies for selected projects and coordinate new LCD starts with MPO's and Local Aid.
7. Conduct eligibility assessment activities such as: provide guidance to LPAs on eligibility requirements; conduct submission reviews and make recommendations to the Local Aid Division for concurrence.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- Local Aid will review and approve LCD the pertinent studies ready for advancement for selected projects in coordination with DVRPC, that ensure full compliance with FHWA requirements associated with non-PODI and PODI projects (Goals 1, 4, 5, and 6), and in ways that incorporate efficiencies in terms of the duration of the review process (Goals 2 and 3). Local Aid will explore supporting the MPO's or local sponsors in the exploration of further opportunities with the MPOs to incorporate regional and local planning context, and coordinate new LCD starts with local sponsors, MPO's, and the Bureau of Program Resources (BEPR) (Goal 3). Local Aid will work with local project sponsors to provide guidance and serve as a liaison for coordination of subject matter expert reviews in the development of reasonable alternatives and strategies that address the purpose and needs statement, leading to the selection of a Preliminary Preferred Alternative (PPA) (Goal 3). Local Aid will work on eligibility assessment activities (Goal 7) with local sponsors advancing selected projects. Representative project examples include but are not limited to: Rancocas Creek Greenway Trail, Route 130 (MP 40-42)/Rancocas Creek Crossing, Willingboro and Delran Townships; Burlington County Bridge D4.56 Church Road (CR 616) over Southwest Branch of Rancocas Creek Medford Township; Williamstown Road (CR536 Spur) and Erial Road (CR 706) Intersection Improvements, Winslow Township; CR 653 and CR 684 Intersection Improvements, Logan Township
Dinosaur Trail, Mantua Township, Pitman Borough, Glassboro Borough, Harrison Township

STATE PLANNING AND RESEARCH PROGRAM, 2023 – 2024

ACTIVITY: Local Concept Development – Local Aid – DVRPC-2207891 / 4999
MANAGER: Laine Rankin
UNIT: Division of Local Aid and Economic Development

TRAVEL:

None

CONTRACTS:

No contracts are associated with this activity.

EQUIPMENT:

No equipment is anticipated with this activity

STAFFING:

This program is managed by staff from the Division of Local Aid. Each individual listed represents 0.04 person years for this activity.

Division of Local Aid

Hector Pimentel
Joheb Khan
Swarna Vemuri
Arnab Biswas
Kumudika Somaratna
Tremaine Ward
Pavan Sheth
Ankit Thaker
Kenneth Oriaku
Brian Wirtz
Arturo San Jose
Vijesh Darji
Lauren Coe
Nenbert Gonzalez
Tyrell Villegas
Lucero McKenna
Alka Shah
Francis Kasprzak
Vincent Masciandaro
Yatinkumar Amin
Qamar Zaman
Edward Andrescavage
Deven Patel
Julie Seaman
Mahmood Khandakar
Nicole Todd
Thomas Glatfelter
Marquis McEwen
Alyssa Adams
(Project Management Specialist 3-D3)

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Local Concept Development – Local Aid – DVRPC-2207891 / 4999

MANAGER: Laine Rankin

UNIT: Division of Local Aid and Economic Development

(Project Management Specialist 3-D3)

(Project Management Specialist 3-D3)

(Project Management Specialist 1-D3)

(Engineer Trainee-D3)

(Engineer Trainee-D3)

(Project Management Specialist 1-D4)

(Project Management Specialist 2-DO)

(Project Management Specialist 2-DO)

Total Person Years: 1.52 person years for a total of \$161,684.25

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development NJTPA - Environmental – 2207893/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

MISSION / OBJECTIVE:

Identify projects that can be delivered in the NJTPA Administered Local Concept Development (LCD) Program; dismiss those that have fatal flaws that preclude project delivery.

Identify environmental parameters that, along with the Project Purpose and Need, will be used to evaluate alternatives in order to develop the Initially Preferred Alternative (IPA). Based on sufficient environmental analysis, determine the appropriate National Environmental Policy Act (NEPA) classification (Categorical Exclusion, Environmental Assessment, Environmental Impact Statement) for the IPA. Complete NEPA documents for limited scope projects as needed.

GOALS/ACTIVITIES:

The Division of Environmental Resources will continue to:

1. Ensure viable projects enter the LCD phase by providing subject matter expertise regarding candidate applications.
 - a. Review applications for candidate projects; provide input to selection process.
 - b. Conduct field visits to the project location to identify site specific design and constraint issues.
 - c. Provide subject matter expertise guidance related to Scopes of Work, Man-Hour Estimates, Request for Proposal (RFPs) and consultant proposals.
2. Participate in Project Team Meetings to understand the factors that influence design decisions that are being made and to provide timely input regarding environmental concerns.
3. Assist in the development of the Purpose and Need Statement/Goals and Objectives
 - a. Ensure the avoidance and/or minimization of impacts to environmental resources is considered during project development, in accordance with local, state and federal environmental regulations.
 - b. Ensure mitigation requirements for impacts to environmental resources are understood and included in the project during project development to facilitate obtaining approvals from permitting agencies.
4. Ensure a thorough and comprehensive environmental constraint analysis that is consistent with the Federal Highway Agency (FHWA) Planning and Environmental Linkages (PEL) approach is conducted during LCD.
 - a. Ensure all socioeconomic and environmental factors, including community concerns related to equity, Environmental Justice, sustaining livability, and quality of life issues are identified and considered.
 - b. Seek technical assistance/comments from Review Agencies, Stakeholders, and the public to identify environmental constraints (e.g. wildlife crossings) and assess the importance/significance of those constraints.
5. Ensure appropriate alternatives that satisfy the project Purpose and Need and consider environmental factors are fully investigated prior to selecting the IPA.
 - a. Ensure that a sufficient range of alternatives is identified that addresses (to the degree known) environmental concerns and constraints for the project
 - b. Ensure that appropriate coordination with Stakeholders and Review agencies is conducted (re: alternatives).

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development NJTPA - Environmental – 2207893/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

6. Participate in the Internal Review Committee (IRC) meetings to select the project IPA.
 - c. Review the LCD Report to ensure the environmental concerns are reflected in the Purpose and Need Statement, Environmental Constraints, Alternatives Analysis, and Anticipated environmental approvals and coordination with permitting agencies.
 - d. Provide input regarding the project schedule Preliminary Engineering (PE) and Final Design (FD) based on required environmental approvals and coordination with permitting agencies.
7. Once an IPA is identified, determine the appropriate NEPA environmental document that will be required in the subsequent PE Phase of work.
 - a. Ensure that NEPA requirements are considered.
 - b. Seek concurrence from FHWA on the appropriate environmental document.
8. Participate during PE and FD phases in the review of the RFP to ensure tasks are included to complete the environmental studies (if required) and coordination with permitting agencies and the public (if required).
9. When appropriate and consistent with PEL, complete the NEPA environmental document.
 - a. Conduct field review as needed.
 - b. Complete appropriate technical studies/analysis as required for NEPA compliance.
 - c. Seek comments from the review agencies, stakeholders and the public on technical studies.
 - d. Prepare appropriate NEPA and other (Section 4(F), MOA, etc.) documentation required to define environmental constraints that must be considered in PE.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Work is anticipated to continue on the following projects in CY 2025:
 - Lenape Island Bridge over Indian Lake
 - Kennedy Boulevard (CR 6) & County Line Road (CR 526) Congestion Mitigation
 - Easton Avenue (CR 527) Safety Improvements
 - Tennent Rd (CR3) Corridor Improvements from Denon Drive to Kensington Drive
2. New LCD projects and consultants to pursue the CD analysis will be selected for multiple projects through the joint efforts of NJTPA and NJDOT staff (Goal 1).
3. LCD studies will be complete as a basis for selection of an IPA (Goals 2-6) and the identification of the appropriate NEPA document (Goal 7).
4. Review the RFP and associated PE/FD Proposal include environmental task, if required (Goal 8).
5. NEPA documents will be completed for Limited Scope of other projects as circumstances warrant (Goal 9).

TRAVEL: No travel costs are anticipated.

CONTRACTS: None

EQUIPMENT: None

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Local Concept Development NJTPA - Environmental – 2207893/5000
MANAGER: Pamela Garrett, Director
UNIT: Division of Environmental Resources

STAFFING: Division of Environmental Resources

Sean Warren	Project Manager Transportation	0.048
Jeffrey Gendek	Environmental Specialist 4	0.005
Sarah Helble	Environmental Specialist 3	0.001
Shaquille Fearon – Elliott	Environmental Specialist 1	0.004
Ryan Scully	Environmental Specialist Trainee	0.001
Sean Ream	Environmental Specialist 4	0.048
Sharon Coe	Environmental Specialist 3	0.038
Lindsay Thivierge	Program Specialist 2	0.019
Harrison MacDowall	Environmental Specialist Trainee	0.014
Ishita (Khushi) Malhotra	Environmental Specialist Trainee	0.019
New Hire	Environmental Specialist 4	0.043
New Hire	Environmental Specialist Trainee	0.019
New Hire	Environmental Specialist Trainee	0.019
Paula Scelsi	Environmental Specialist 4	0.010
Raymond Souweha	Environmental Specialist 3	0.002
John Riggi	Environmental Specialist 3	0.019
David Luciano	Environmental Specialist 1	0.001
	Total:	0.310 py

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Local Concept Development – Local Aid – NJTPA 2207893 / 4999
MANAGER: Laine Rankin
UNIT: Division of Local Aid and Economic Development

MISSION / OBJECTIVE:

Establish and identify projects through concept development that can be delivered in the various Local Aid Programs. The objective of this effort is to work with the MPO's in developing Preliminary Preferred Alternative (PPA) that addresses transportation needs established in this phase. Also to assist the MPO in determining project local concept development key tasks such as coordination with stakeholders.

GOALS/ACTIVITIES:

1. Select participation on Consultant Selection Committee for advertisement of RFP.
2. Provide technical expertise and local knowledge towards the development of the Purpose & Need.
3. Participation on Project Selection Team to provide expertise towards identification of fatal flaws and selection of Preliminary Preferred Alternative at a planning level detail. Collaborate with the NJTPA and other MPOs as appropriate, to further incorporate multimodal planning context and coordination in the development of a Preferred Project Alternative (PPA).
4. Coordinate meetings with NJDOT SME's and the IRC as needed throughout the duration of a project. Occasional overtime may be necessitated on a particular study in order to complete reviews or provide guidance as necessitated by the project schedule, the political nature of the study and other time sensitive issues.
5. Participation on Interagency Review Committee to conduct periodic reviews as subject matter experts towards project eligibility and approval to advance to the next phase.
6. Approve LCD studies for selected projects and coordinate new LCD starts with MPO's and Local Aid.
7. Conduct eligibility assessment activities such as: provide guidance to LPAs on eligibility requirements; conduct submission reviews and make recommendations to the Local Aid Division for concurrence.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Local Aid will review and approve LCD the pertinent studies ready for advancement for selected projects in coordination with NJTPA, that ensure full compliance with FHWA requirements associated with non-PODI and PODI projects (Goals 1, 4, 5, and 6), and in ways that incorporate efficiencies in terms of the duration of the review process (Goals 2 and 3). Local Aid will explore supporting the MPO's or local sponsors in the exploration of further opportunities with the MPOs to incorporate regional and local planning context, and coordinate new LCD starts with local sponsors, MPO's, and the Bureau of Program Resources (BEPR) (Goal 3). Local Aid will work with local project sponsors to provide guidance and serve as a liaison for coordination of subject matter expert reviews in the development of reasonable alternatives and strategies that address the purpose and needs statement, leading to the selection of a Preliminary Preferred Alternative (PPA) (Goal 3). Local Aid will work on eligibility assessment activities (Goal 7) with local sponsors advancing selected projects. Representative project examples include but are not limited to: Tennent Road (CR 3) Corridor Improvements from Devon Drive to Kensington Drive, Monmouth County; Lenape Island Road Bridge over Indian Lake, Morris County; Kennedy Boulevard (CR 6) & County Line Road (CR 526) Congestion Mitigation, Ocean; and Easton Avenue (CR 527) Safety Improvements, Somerset County. The NJTPA will be conducting a new solicitation for projects, where Local Aid will be participating in the selection and coordination of the new starts.

TRAVEL:

None

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Local Concept Development – Local Aid – NJTPA 2207893 / 4999
MANAGER: Laine Rankin
UNIT: Division of Local Aid and Economic Development

CONTRACTS:

No contracts are associated with this activity.

EQUIPMENT:

No equipment is anticipated with this activity

STAFFING:

This program is managed by staff from the Division of Local Aid. Each individual listed represents 0.04 person years for this activity.

Division of Local Aid

Richard Loveless
Nusrat Jahan
Jonathan Mojsoski
Thomas Vedeika
Ceciel Youssef
Vania Desrosiers-Edouard
Baher Girgis
Frank McCombs
Nabil Ayoub
Paul Miranda
Miriana Ghaly
Ahmad Ahmad
Shailesh Pathak
Mena Zaki
Osbel Dorvil
Ruben Tursi
Akhil Madhusoodhanan
Arnab Biswas
Kumudika Somaratna
Hector Pimentel
Joheb Khan
Ankit Thakar
Swarna Vemuri
Tremaine Ward
Pavan Sheth
Alyssa Adams
Deven Patel
Julie Seaman
Marcus McEwen
Mahmood Khandakar
Nicole Todd
Thomas Glatfelter
(Project Management Specialist 1-D1)

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Local Concept Development – Local Aid – NJTPA 2207893 / 4999

MANAGER: Laine Rankin

UNIT: Division of Local Aid and Economic Development

(Project Management Specialist 2-D2)

(Engineer Trainee-D2)

(Project Management Specialist 3-D3)

(Project Management Specialist 3-D3)

(Project Management Specialist 3-D3)

(Project Management Specialist 1-D3)

(Engineer Trainee-D3)

(Engineer Trainee-D3)

(Project Management Specialist 2-DO)

(Project Management Specialist 2-DO)

Total Person Years: 1.72 person years for a total of \$175,670.39

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: TA Set Aside (TAP) Planning and Development- 2207894
MANAGER: Laine Rankin
UNIT: Local Resources Community Development-Division of Local Aid and Economic Development

MISSION / OBJECTIVE:

Local Aid plays a leading role in the planning and selection of projects that meet the spirit and vision of the Transportation Alternatives Set Aside Program (TA Set Aside). This program provides federal funds to grant recipients for community based “non-traditional” surface transportation projects designed to strengthen the cultural, aesthetic, and environmental aspects of the nation’s intermodal system. TA Set Aside funding supports “non-traditional” surface transportation projects developed at the local level to advance community-based needs and goals consistent with the broad program eligibility categories. Local Aid also administers the planning and selection of projects for the Safe Routes to School Program (SRTS). SRTS funds are federally funded and a subset of TA Set Aside funds. The SRTS Program strives to empower communities to make walking and bicycling to school a safe and routine activity; and provides funding for projects and activities that support and encourage students to walk and bicycle to school. Funds are used for infrastructure projects benefiting school children in grades K-12 in public and private schools. All projects must be located within two miles of an elementary or middle school. Program objectives include:

GOALS/ACTIVITIES:

1. Network with other States TAP and SRTS coordinators, including webinars, conference calls and attend conferences and related events.
2. Develop program guidance and management, and update guidance including various communication platforms. Ensure both program goals are aligned with MAP-21 and IIJA requirements; ensure compliance with federal regulatory and environmental requirements for the Set-Aside and SRTS programs. Update and develop applications annually, for TA Set Aside and SRTS using the System for Administering Grants Electronically (SAGE) software. Coordinate updates with the three MPOs, the NJDOT Division of Environmental Resources and the Office of Bicycle and Pedestrian Programs (OBPP).
3. Solicit applications, conduct community outreach (including application workshops to increase awareness of both programs and their requirements); conduct applicant one on one meetings for both programs.
4. Conduct field reviews to evaluate application submissions. Gather data and perform a competitive project selection process as required by MAP-21 and IIJA. Prepare correspondence announcing the program solicitation and develop approval and rejection letters. Conduct Lessons Learned with MPO’s, District staff, and provide debriefings to applicants to better aid them in future solicitations.
5. Organize the lists of selected projects and create reports for the Commissioner’s office, MPOs, and FHWA. Track programs and previously selected projects and provide performance updates to Commissioner’s office, MPOs, and FHWA.
6. Hold kickoff meetings with grant recipients providing guidance federal and project delivery requirements. A subsequent meeting with the grant recipient will be held either decide the scope under design assistance or the scope on locally lead design efforts.
7. Conduct eligibility assessment activities such as: provide guidance to LPAs on eligibility requirements; conduct submission reviews, and make recommendations to the Local Aid Division for concurrence.
8. Assist applicants to help them successfully apply for funds (including for applicants to the statewide, MPO, or other competitive processes authorized under 23 U.S.C. 133(h)(2)(B)), and assisting applicants with project implementation, including NEPA review, planning, design, permits, and project management.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Local Aid anticipates launching a new solicitation for the 2026 SRTS program during this time period. Review and develop program guidance and management for next SRTS solicitation. (Goals 2-5). Complete remaining tasks for the 2024 RTA Set-Aside solicitation (Goals 4 and 5). Continue activities related to 2025 TA Set Aside program

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: TA Set Aside (TAP) Planning and Development- 2207894
MANAGER: Laine Rankin
UNIT: Local Resources Community Development-Division of Local Aid and Economic Development

solicitation (Goals 2-5). For the grants recently announced and including 2024 RTA Set Aside, SRTS 2024, TA Set Aside 23, along with previously announced grants, continue activities related to the advancement of approved grants and project delivery (Goals 5-8). Local Aid will work with both applicants as well as grant recipients in all phases of the a grant cycle from pre application through project development and up to authorization (Goal 8). Consideration of Equity is included in these programs and will continue to be included to be included. Continue coordination with the NJDEP and other agencies and stakeholders on the NJ Trails Plan. (Goals 1 and 8). Coordination with other agencies and outside organizations may occur related to this program and meeting its requirements.

TRAVEL:

None

CONTRACTS:

No contracts associated with this activity.

EQUIPMENT:

No equipment is anticipated with this activity

STAFFING:

Each individual listed represents .1 person year for this activity.

PATEL, DEVEN	AYOUB, NABIL	ZAKI, MENA
BISWAS, ARNAB	GHALY, MIRIANA	ALYSSA ADAMS
WARD, TREMAINE	LOVELESS, RICHARD	COE, LAUREN
NUSRAT JAHAN, NUSRAT	McCOMBS, FRANK	DARJI, VIJESH
KHANDAKAR, MAHMOOD	MOJSOSKI, JONATHAN	GONZALES, NENEBERT
ZAJAK, CHRISTOPHER	GIRGIS, BAHER	KASPRZAK, FRANCIS
MADHUSOODHANANAN, ANKIL	PATHAK, SHAILESH	MASCIANDARO, VINCENT
SEAMAN, JULIE	DORVIL, OSBEL	AMIN, YATINKUMAR
VADEIKA, THOMAS	YOUSSEF, CECIEL	SAN JOSE, ARTURO
FAYAZI-AZAD, FOROOZAN	THAKAR, ANKIT	SHAH, ALKABEN
MCEWEN, MARCUS	PIMENTAL, HECTOR	SWARNA VEMURI
AHMAD, AHMAD	KHAN, JOHEB	WIRTZ, BRIAN
MIRANDA, PAUL	TODD, NICOLE	ZAMAN, QAMAR
VILLEGAS, TYRELL	SOMARATNA, M. KUMUDIKA	ANDRESCAVAGE, EDWARD
McKENNA, LUCERO	KOMATREDDY, VANAJA	SHETH, PAVAN
TURSI, RUBEN	EDWARDS, DAVID	ORIAKU, KENNETH

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: TA Set Aside (TAP) Planning and Development- 2207894
MANAGER: Laine Rankin
UNIT: Local Resources Community Development-Division of Local Aid and Economic Development

(Project Management Specialist 1-D1)

(Project Management Specialist 2-D2)

(Engineer Trainee-D2)

(Project Management Specialist 3-D3)

(Project Management Specialist 3-D3)

(Project Management Specialist 3-D3)

(Project Management Specialist 1-D3)

(Engineer Trainee-D3)

(Engineer Trainee-D3)

(Project Management Specialist 1-D4)

(Administrative Analyst 2-DO)

(Project Management Specialist 2-DO)

(Project Management Specialist 2-DO)

64 person years for Local Aid staff.for a total of \$661,102.75

Division of Environmental Resources

Staff person years are as follows:

Sharon Coe	0.2	Paula Scelsi	0.1	Shaquille Fearson-Elliot	0.2
Sean Warren	0.1	Ray Souweha	0.1	Sean Ream	0.1
Jeff Gendek	0.1	John Riggi	0.1	Harrison McDowall	0.2
Lindsay Thivierge	0.2	Sarah Helbe	0.2	Ryan Scully	0.2
(Environmental Specialist Trainee)	0.2			(Environmental Specialist Trainee)	0.2
(Environmental Specialist Trainee)	0.2			(Environmental Specialist 4)	0.1

2.3 person years for Environmental staff. \$207,154.22

66.3 people for a Grand total \$806,000.09

STATE PLANNING AND RESEARCH PROGRAM, 2025- 2026

ACTIVITY: Pavement Program Planning – 2207887 / 9000
MANAGER: Robert Blight
UNIT: Pavement and Drainage Management & Technology

MISSION/OBJECTIVE:

The Pavement Management Unit will be the primary resource for pavement planning and condition information in NJ not only for the Department, but for all stakeholders.

As a component of the Department's Asset Management (AM) program, provide information, recommendations, and expertise in planning a comprehensive, performance-based pavement program that will assist the Department in making sound pavement investment decisions to maximize network condition levels in the most cost-effective manner with an emphasis on a performance management approach as specified by MAP-21, FAST, and potential INVEST legislations.

GOALS/ACTIVITIES:

Consistent with NJDOT performance-based planning, asset management and FHWA MAP-21/FAST/INVEST Implementation:

1. Maintain and enhance the Department's Pavement Management System to meet the Department's data needs.
2. Analyze and report pavement data to drive informed decision making.
3. Work to address pavement maintenance, repair and replacement needs.
4. Information and Technology Transfer
5. Maintain and enhance Department's Guide Rail Management System (GRMS) to meet Department's data needs to comply agreement with FHWA dated 6/1/2018, analyze and report guiderail data to drive data driven decision for upgrading sub-standard guiderail.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Enhanced data collection of pavement condition data for the NJ State Highway System and National Highway System networks. ONGOING.

Overtime \$90,000/year). Overtime is essential so that pavement condition data can be collected on high volume roads during off-peak hours with extended days and on weekends. To take skid trailer to Ohio for testing, staff needs overtime. Overtime is also needed for pavement staff to perform pavement data quality assurance review and for construction quality field review for pavement projects in the nighttime, then feeding that data to the pavement management system, and to complete time sensitive contract management tasks.

Develop, maintain, enhance and coordinate pavement software applications which comprise the NJDOT Pavement Management System. (PMS) (Corresponds to goal # 1) ONGOING.

Enhanced pavement data analysis and reporting to support Department planning, programming and project delivery efforts including management system data requests, Department dashboards and Engineering Data Warehouse updates, CIS and TAMP funding needs and performance projections, Pavement Report to the Legislature, and Ride Quality pay adjustments. (Corresponds to goal # 2) ONGOING.

Develop pavement work programs for Operations and CPM based on updated pavement and funding data and optimized data analysis, screen candidate locations for optimal treatment and efficient delivery and develop associated problem statements. (Corresponds to goal # 3) ONGOING.

Evaluate, and implement new treatments and materials related to pavements, cost effective strategies for maintaining, preserving, rehabilitating, and constructing pavements, participate in the Department's TAMP team, Participate in the exchange of information and technology transfer through outreach, workshops, conferences, and users' groups. Provide training for Pavement Program Planning staff and other key staff in the department. (Corresponds to goal # 4) NEW/ONGOING.

Maintaining and Updating GRMS inventory data, enhance Guide Rail selection priority tool and reporting to support Department planning, programming and project delivery efforts including management system data requests, Department dashboards and Engineering Data Warehouse updates, and CIS. (Corresponds to goal # 5) ONGOING.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Pavement Program Planning - 2207887 / 9000
MANAGER: Robert Blight
UNIT: Pavement and Drainage Management & Technology

CONTRACTS:

\$ 25,000 Amazon AWS Data Storage
 \$ 55,000 Pathweb from Pathway Services
 \$205,000 Deighton Associates (dTIMS software)
 Total: \$285,000

TRAVEL:

\$3,000 – dTIMS US Peer Exchange, anticipated in October/November 2025, location TBD (2 staff)
 \$4,500 – 2025 Transportation Research Board Annual Meeting, Washington DC (January 2025) (2 staff)
 \$2,600 – Mid-Atlantic Quality Assurance Workshop, Maryland (February 2025) (2 staff)
 \$ 200 - NJ Asphalt Paving Conference (2 staff) (March 2025)
 \$1,500 – NJSAT Asphalt Paving Construction Technologist (2 Staff), TBD
 \$5,000 – 2025 Road Profiler User Group Meeting (April 2025) (2 staff)
 \$3,000 – Calibration of 1 Skid Traler TBD 2025 (2 staff)
 \$4000 - AASHTOWARE Pavement ME User Group Meeting (2 staff)

Total: \$23,800

EQUIPMENT:

These equipment and supplies used for Pavement Condition Data Collection, as well as to measure and monitor skid resistance are necessary to achieve the goal # 1, 2, & 3 above.

The equipment listed below meet the definition of Equipment under 2CFR200.33, Special Purpose Equipment definition under 2CFR200.89, and meet the requirements to use, manage, and dispose of such equipment under 2CFR200.313 and 2CFR200.314.

Standard Rib Tires (12 nos.) for Pavement Skid-Resistance Tests: **\$15,000**

Calibration of one Skid Trailor in 2024 in accordance with ASTM2793 **\$24,000**

Total: \$39,000

STAFFING:

N. Kohli	Supervising Engineer	0.85	N. Morshed	Project Engineer	0.80
K. Sereni	Admin Analyst 4 Info Sys	0.90	V. Gervasoni	Principal Engineer	0.75
B. Kotwal	Info Tech. Specialist	0.90	W. Kettleson	Principal Engineer	0.75
S. Rana	Project Engineer	0.95	A. Semler	Senior Engineer	0.70
H. Abdu	Project Engineer	0.65	Y. Patel	Senior Engineer	0.70
V. Patel	Principal Engineer	0.80	B. Islam	Principal Engineer	0.75
D. Jacob	Engineering Tech Apr.	1.00	S. Sadeqlu	Senior Engineer	0.70
G. Walters	Engineering Tech 3	1.00	N. Desai	Senior Engineer	0.70
N. Hayduk	Engineering Tech 3	1.00	H. Bitewlign	Senior Engineer	0.70
B. Onyile	Admin Analyst 3 I S	0.95	M. Alrubaye	Assistant Engineer	0.70
R. Surin	Engineering Tech 2	1.00	M. Moyer	Administrative Analyst 3	0.70
E. Ramsey	Engineering Tech Apr	1.00	M. Khan	Info Tech. Specialist	1.00
M. Henin	Assistant Engineer	0.85	S. Kazmi	Admin Analyst 3 I S	1.00
T. Choudhary	Senior Engineer	0.85	N. Saleh	Engineer Trainee	0.70

TOTAL PERSON YEARS **23.35**

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Pavement Support Program – 2207887 / 9100
MANAGER: Robert Blight
UNIT: Pavement and Drainage Management & Technology

MISSION/OBJECTIVE:

Improve the health of NJDOT's pavement network as a component of the State of New Jersey's performance-based planning (PBP) and asset management (AM).

The primary mission of the NJDOT Pavement Support Program is to identify and evaluate innovative Pavement Management and Engineering strategies to support the New Jersey Department of Transportation (NJDOT)'s Pavement and Drainage Management and Technology Unit in the following areas:

- Cost effective preservation and renewal strategies to keep the state's pavement assets in a state of good repair.
- Optimization of the overall condition of the State's Pavement network within the available funding levels
- Compliance with MAP-21/FAST and INVEST Legislation

GOALS/ACTIVITIES:

The overall goal of this program is to use the tools and resources of the Pavement Support Program (PSP) to optimize the funds available to preserve the State's pavement assets and optimize the overall conditions of New Jersey's state-maintained highway pavements. The goals and activities for the 2024 program are ON-GOING:

1. Innovative Materials - Research and test new or innovative materials or additives or mix designs to enhance pavement performance, constructability, material production, sustainability.
2. Innovative Technologies - Research innovative pavement technologies that offer benefits with regard to cost, quality, performance, constructability or sustainability through surveys, literature reviews, equipment demonstrations, etc.
3. Pavement Management System (PMS) Development - Support the Department in the development and continuous improvement of its Pavement Management System
4. Evaluate and Enhance Pavement Design Procedures – Assist the Department in evaluating and improving its current Pavement Design procedures and software to improve reliability of pavement designs.
5. Life Cycle Cost Analysis/ Cost Benefit Analysis - Assist in developing a methodology to evaluate and compare the life cycle costs of new pavement materials and technologies that have been implemented with those of more traditional materials and technologies.
6. Research in Support of Pavement Policy Development - Assist in gathering and presenting information to help guide and justify DOT pavement policy through data mining, surveys, and literature searches.
7. Technology Transfer – Provide pavement related presentations/demonstrations/training to highlight relevant pavement information to keep NJDOT staff abreast of the current state of the practice and promising developments in the fields of pavement management, pavement design, materials engineering, and pavement construction.
8. On-Call Service During Urgent Situations: Assist the NJDOT during urgent situations.

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Pavement Support Program – 2207887 / 9100
MANAGER: Robert Blight
UNIT: Pavement and Drainage Management & Technology

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Update of NJDOT's Asphalt Materials Mixture Design and QC Specifications and Forms, NJDOT High RAP (HRAP) Pilot Projects.

Review, Research, and Development of Pavement Design Procedures and Specifications for Slurry/Micro surfacing with 100% RAP, Phase III, Review and Recommendations on Revising the Design Practices, and Specifications for Scrub Seals (Corresponds to Goal # 1)

Interlayer Bonding Properties of Asphalt Pavements, A Framework for Balanced Mix Design (BMD) Concepts in New Jersey, Demonstration Project – Look at Incorporating 3D Project Modeling and Visualization During Project Planning, Development and Selection

Development of Pavement Design Procedures and Construction Specifications for Cold Central Plant Recycling (CCPR) Asphalt Mixtures-Phase IV, Review of Literature and Interviews of Subject Matter Experts to Develop a Pavement Repair Guide, Full-Scale Evaluation of Full-Depth Reclamation Asphalt Mixtures with Bituminous Additives (Corresponds to Goal # 2)

Management of Data Workflow of Pavement Condition Data Collected During NJDOT Highway Network Condition Assessment, Pavement Equipment Verification Program, Enhance dTIMS Pavement Management Software Configuration, Developed Updated Pavement Performance Curves, Implementation of GIS for Enhanced Decision Making, Pavement Performance Prediction with Machine Learning Models

Integration of NJDOT PMS Database Applications, Developing a New Equation for Ranking Drainage Projects, - Developing a Framework for Incorporating Risk Factors into the dTIMS Optimization Process, Incorporating Structural Indices into NJDOT's Pavement Management System Using Traffic Speed Deflectometer (TSD) Data, PMS Roadmap Implementation (1.1.3) – Develop Model to Estimate Pavement Structural Health (Corresponds to Goal # 3)

Continue Updating of PAVEMENT-ME Material Catalog and NJ Specific Inputs (Corresponds to Goal # 4)

Benefit-Cost Analysis of Overlay Strategy and Specialty Mix.

Developing a Life Cycle Cost Analysis Framework for New Jersey Pavement Surfacing (Corresponds to Goal # 5)

Pathways Training, dTIMS User Training for NJDOT PMS Staff, SurPro Walking Profiler Test Training, NJSAT Hot Mix Asphalt Materials Refresher

Pavement Performance Modeling Techniques, Pavement Lifecycle Planning, Electrically Conductive Asphalt Pavements for Self-Deicing Applications, Laboratory and Full-Scale Evaluation of Fiber-Reinforced Hot-Mix Asphalt (HMA) (Corresponds to Goal # 7)

Assist the NJDOT during urgent situations at short notice with emphasis on quick completion and recommendations. (Corresponds to Goal # 8)

CONTRACTS: \$ 5,000,000 **TRAVEL:** None **EQUIPMENT:** None **STAFFING:** None

STATE PLANNING AND RESEARCH PROGRAM, 2025 - 2026

ACTIVITY: Drainage Program Planning – 2207887 / 9200
MANAGER: Robert Blight
UNIT: Pavement and Drainage Management & Technology

MISSION/OBJECTIVE:

Reduce statewide motorist impacts of functionally obsolete drainage facilities resulting in increased mobility, improved safety and increased pavement performance of NJDOT's highway network.

Through performance-based planning and asset management, provide drainage information, recommendations and expertise in coordination with Pavement Program Planning to better address drainage factors and infrastructure that impact mobility, safety and pavement life.

GOALS/ACTIVITIES:

Consistent with NJDOT performance-based planning, asset management and FHWA MAP-21/FAST/INVEST Implementation:

6. Maintain and enhance the Department's Drainage Management System to meet the Department's data needs
7. Analyze and report drainage impact data to drive informed decision making
8. Work to address high drainage impact areas
9. Information and Technology Transfer

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Update the Drainage Management system with newly collected flooding and icing data. Enhance data collection process. (Corresponds to goal # 1) ONGOING

Enhance analysis, ranking, and reporting capabilities to support pavement and drainage programming decisions, TAMP compliance and meet Department's changing needs. Provide current drainage ranking information in response to management system information requests and to support the Department's dashboards, Engineering Data Warehouse, CIS, TAMP, and Resiliency initiatives. (Corresponds to goal # 2) ONGOING

Develop drainage work programs for Operations and CPM based on updated DMS rankings and available funding and prepare associated problem statements to initiate new capital drainage improvement projects. Coordinate with other Divisions to implement low-cost high value drainage solutions where possible and Coordinate drainage and pavement solutions. Evaluate, support, and assist in the implementation of new drainage technologies and treatments (Corresponds to goal # 3) ONGOING

Support NJDOT's compliance with Federal TAMP and PM regulations, Participate in the exchange of drainage related information and technology transfer through outreach, workshops, conferences and users' groups. Provide continued training for Drainage Management and other key Department staff. (Corresponds to goal # 4) ONGOING

CONTRACTS: None

TRAVEL: None

EQUIPMENT: None

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

MISSION / OBJECTIVE:

The Department’s overall Bridge Management System (BMS) effort directs state investment to maintain the state’s bridges, and other transportation structures, in optimal condition at minimal cost. Improve the Department’s Bridge Management Systems to assist in developing the Statewide Transportation Asset Management Plan (TAMP), the Performance Measures and Target Setting Process (PM2), the State Transportation Improvement Program (STIP), the Ancillary Asset Management Plan (AAMP), and the Bridge Preservation Program to enable more pro-active and cost-efficient methods of managing the State’s structural assets.

GOALS/ACTIVITIES:

1. Improve accuracy and quality, efficiency, and timeliness of BMS data collection.
 - a. Continue to develop and implement the new NBIS Bridge Inspection Program in CombIS (Combined Inspection System) and new BrM (Bridge Management), expanding the functionality to capture complete bridge inspection information for the largest and most complex NBIS bridges for all owners. This effort will also include State and County owned Minor bridges, and other State-owned structural assets such as the Overhead Sign structures and High Mast Light Poles, Tunnels, Dams, and Pedestrian and other bridges).
 - i. Develop and implement inspection reports, field-by-field, for the remaining bridge assets within CombIS including underwater inspection reports, interim inspection reports, mechanical/electrical reports for movable structures, tunnel and dam reports, pedestrian bridge reports, and for any special events.
 - ii. Perform the typical cleanup effort needed at the end of any major upgrade to ensure all aspects of the system are functioning properly. This activity also includes cleanup of the current state items for future usefulness.
 - iii. Continue to add additional fields to CombIS and BrM to query as needed to support current National Bridge Inspection Standards (NBIS) rules, current Specifications for the National Bridge Inventory (SNBI) requirements, the MAP-21 data requirements, bridges and other structural asset management and performance management, and Bipartisan Infrastructure Law (BIL) compliant Transportation Asset Management Plan (TAMP), which also includes extreme weather events, major accidents, resiliency, etc.
 - b. Continue to improve the Federal reporting features of the SI&A, Unit Costs, National Bridge Element Data, National Tunnel Inventory Data, and Compliance Metrics
 - i. Develop new reports as needed, in both CombIS and BrM to improve the data quality control, quality assurance, checking and reporting.
 - ii. Develop reports to track and report on the federally mandated 23 Metrics for NBI and SNBI Data Compliance, Element Level Data Compliance metrics, and 15 Metrics for SNTI data Compliance.
 - iii. Develop reports to support day-to-day Senior Management and MPO requirements.
 - iv. Develop reports to support the latest TAMP requirements, and MAP-21 Performance Metrics.
 - v. Improve NBI Component to Element conversion and include priority repair criteria based on Element Condition States.
 - c. Perform all necessary actions to prepare for the federal “Tapes” for NBI, SNBI, SNTI and NBE compliance from BrM.
 - d. Continue to include data for State Border NBIS Bridges into New Jersey NBI and SNBI data as per MAP-21 requirements, including State Border Tunnels in BrM and CombIS.
 - e. Include bridges in New Jersey under FHWA ownership (such as bridges within the vicinity of Defense/Military Areas) within the Historical Database.
 - f. Continue to develop and implement SNBI compliant NJDOT Risk Assessment Management in BMS for evaluating risk at assets level, including generating guidelines for inspectors to

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

- update/modify risk score during routine inspections. This effort will also include supporting ongoing development of the NJDOT extreme weather and resilience program by generating reports and sharing information as needed.
- g. Develop and implement plan of action for a Standard Baseline Document Change (BDC) Process in New Jersey to incorporate current National Bridge Inspection Standards.
 - h. Continue to maintain and enhance the Structure Numbering process and record keeping as a part of bridge asset registry.
2. Establish and enhance the appropriate data linkages, including manual methods, to enable the optimized flow of information to support the Department's decision-making. Work with various Department units to adjust/refine the structural project identification and prioritization process such that, for major efforts, the right work happens at the right time. As part of this, develop appropriate project priorities and recommendations for effective Asset Management, and provide this information for use in the Statewide Capital Investment Strategy (CIS), the TAMP, the STIP, the Bridge Preservation, and the PM2 needs. Connect work candidates from Maintenance Work Order System (now called TAMS - Transportation Asset Management Systems) to CombIS and BrM to ensure that work accomplished during both major and minor preventive maintenance/preservation treatments are properly credited.
- a. Continue to develop and implement a plan to obtain and provide data to different management systems within the Department for generating an approved STIP every two years for bridge & other structural assets.
 - b. Annual consistency review for TAMP process and its implementation will be performed.
 - c. Under the performance measures and target setting process, performance metrics will be evaluated, and state established targets may be revised if needed for mid- and full-performance period.
 - d. Continue to develop and implement a plan of obtaining data on work completed on bridge and structural assets under preventive maintenance/preservation program from Maintenance Work Order System (or TAMS) into CombIS and BrM.
 - e. Continue to develop and implement a plan of obtaining data on major work performed on bridges and other structural assets (major rehabilitations and replacements) from the Department's project management and construction activities. This will require working within Project Management Reporting System (PMRS), and developing a data flow process (initially manually, and later via data transfer utility) from PMRS, and possibly other data sources, to CombIS.
 - f. Continue to develop and implement appropriate project priorities and recommendations using Problem Initiation (TP-1), Project Analysis, and Historical Analysis, including "deep dives" processes under Asset Management program. This prioritization process is a collaborative effort performed by the SMEs from Structural Evaluation, Asset Management, Bridge Preservation, Moveable Bridge Engineering Group, Structural Design, and Structural Value Solutions utilizing input from BMS, PMRS, Design, Value Solutions, Inspections, and other Best Practices, which helps adjusting these recommendations over time to maximize value and minimize cost.
 - i. Continue to work with the Department as necessary to adjust the project development and delivery process to be more compatible with the management systems for project identification, development, and time-based (delivery-date-focused) optimization.
 - ii. Based on the approved TAMP investment strategies, continue to develop and identify Project/Maintenance recommendations for the yearly Capital Program, while updating the CIS, and the STIP based on the revised bridge needs.
 - iii. Develop and implement methods of tracking progress with regards to meeting established goals.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

3. Maximize the effectiveness of the investment in bridge and structural assets infrastructure.
 - a. Improve BrM data driven modeling capabilities.
 - i. Continue to calibrate BrM Deterioration models, Utility Value models, Action-Benefit-Cost models, Lifecycle planning, and Projects & Programs modeling for NJDOT.
 - ii. Utilize the Bridge Resource Program and Staff Augmentation to refine various processes involved within BMS.
 - iii. Develop procedures and mechanisms to enable development of projects to ensure goals are met for bridges and other structural assets in the system.
 1. Continue to develop procedures and analysis to optimize the preventive maintenance/preservation program.
 2. Continue to develop procedures and analysis to optimize major rehabilitation and replacement programs, including limited scope projects, partial replacement and widening projects, and projects due to other than bridge needs.
 - iv. Continue to update the override unit cost for bridge work types as per FHWA guidelines and develop methodology to estimate element level unit cost in BrM.
 - v. Continue to enhance the BrM functionality to support the risk-based methodology for decision making.
 - vi. Align Bridge GIS with NJ Datum, and integrate with NJ GIS to develop bridge layer, including 3D scans using LiDAR, Project layer, ancillary assets layer, and risk assessment layer.
 - b. MAP-21 Implementation and data sharing/integration
 - i. Continue to improve integration of the BMS with the other Department management systems to ensure that projects are coordinated between disciplines.
 - ii. Continue to develop and provide an appropriate level of support to the MPOs and major Toll Agencies with regards to their data sharing as they endeavor to comply with the MAP-21 requirement to: *Transition to Performance Based Planning and Programming*.
 - iii. Implement all required aspects of the Bridge Performance Measures and the TAMP.
 - c. Continue to enhance and implement a bridge preventive maintenance/preservation program, and BMS methods to support this program.
 - i. Continue to develop the NJDOT Bridge Preservation Section (also called “*Playbook*”) as part of the NJDOT BMS Manual, that captures a task-by-task method of documenting why we chose each action we make available for a bridge, what benefit we can take credit for in BrM deterioration modeling, what the cost benefit is, and the specifics of the action.
 - ii. Continue to work in the preservation team, which consist of SMEs from Division of Bridge Engineering & Infrastructure Management, Bureau of Operations Support and Engineering, Moveable Bridge Engineering Group, and Asset Management, to develop, document and implement methods that provide current information on what existing maintenance contracts are being performed on State bridges and when. The team will continue to develop programming tools such as entering a list of actions in BrM that result in future bridge preservation projects.
 - iii. Continue to develop and document various “plays” and decision trees for determining when to implement the various alternatives listed in the Playbook.
 - iv. Develop standards for Maintenance and Preservation interventions and treatment frequency, and update standards design drawings whenever needed.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

- d. Continue to enhance the BMS capabilities to deliver the TAMP, including annual consistency review, current Capital Program, the 10-year STIP, and 25-year Capital Plan, utilizing BrM directly to the extent possible and other supporting tools' capabilities where required.
 - i. Continue to calibrate BrM to generate the capital program and stabilize its functionality specific to New Jersey needs.
 - ii. Continue to adjust BrM to bring the models in alignment with our expectations and look for data sources and methods external to BrM for developing supporting information.
 - iii. Continue to develop and deliver data required for the TAMP, including PM2, Lifecycle Planning, Budgeting, and Alternate Funding Scenarios analyses.
 - iv. Develop design service life criteria for major components and elements.
4. Implement current NBIS rulemaking plan of action in accordance with 23 CFR Part 650
 - a. Develop and prepare a plan to update the New Jersey's Recording and Coding Guide for the Structure Inventory and Appraisal of NBIS Bridges based on the final approved version of the Specifications for the National Bridge Inventory (SNBI), including updating of the NJDOT Bridge Elements Inspection Manual.
 - b. Evaluate Data Crosswalk tool and align with NJDOT Bridge Management Databases
 - c. Initiate a plan to implement Data Submittal Schema and Data Submittal Validation Logic which will integrate with the FHWA NBI *NextGen* system.
 - d. Utilize the Transition Tool intended to assist NJDOT in understanding the relationship between the Coding Guide data items and the SNBI data items and populating the new bridge data systems.
 - e. Continue to add additional fields to CombIS and BrM to support the new SNBI coding manual.
 - f. Plan for adjusting compliance oversight of National Bridge Inspection Program
 - g. Institute administrative trainings and workshops to preserve bridge management system knowledge and implement training of new requirements statewide.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

- I. (Activities 1.a.i and 1.a.iii) Continue to design and implement NBIS Bridge Inspection reports within CombIS for underwater inspections, interim inspections, tunnel inspections, and pedestrian bridge inspection. Continue to add additional fields within CombIS and BrM to support the MAP-21 data requirements for bridges and other structural assets. Continue to add additional fields to CombIS and BrM to query as needed to support current National Bridge Inspection Standards (NBIS) rules, current Specifications for the National Bridge Inventory (SNBI) requirements
- II. (Activities 1.b.ii, and 1.b.iv) Continue to improve the data quality control, quality assurance, look ahead checking process on a quarterly basis to support the federal compliance. Create reports to specific to the TAMP requirements, and Performance Metrics.
- III. (Activity 1.c) Submit NBI, NTI, NBE, State Border bridges, and Unit Cost data on time.
- IV. (Activity 1.f) Continue to develop a plan for SNBI Compliant NJDOT Risk Assessment Management tool in BMS for evaluating risk at assets level, including generating guidelines for inspectors to update/modify risk score during routine inspections and supporting NJDOT Resilience Program.
- V. (Activity 2.c) Evaluate performance measures and performance metrics so that the state baseline is reported, and 2-year and 4-year targets can be established for the next performance period.
- VI. (Activity 2.f) Continue to enhance and implement project priorities and recommendations during Problem Initiation (TP-1) process, Project Analyses, and Historical Analyses under Asset Management program. Based on the approved TAMP investment strategies, continue to develop, identify and track Projects and Maintenance Recommendations.
- VII. (Activities 3.a.i, and 3.a.ii) Continue to enhance the BMS functionalities by improving the BrM data driven modeling capabilities. Continue to calibrate BrM deterioration models, utility value models, action-benefit-cost models, lifecycle planning, and Projects & Program modeling.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

- VIII. (Activities 3.a.iii.1, and 3.c.ii) Continue to develop procedures and analysis internally to optimize the preventive maintenance/preservation program. The preservation team will work together to develop, document, and implement methods that provide current maintenance contracts that are being performed and develop programming tools in BrM such as entering a list of actions that result in future bridge preservation projects.
- IX. (Activity 3.d.i) Continue to calibrate BrM to generate the capital program and stabilize its functionality specific to New Jersey needs.
- X. (Activities 4.a thru 4.g) Continue to develop and implement all activities associated with 23 CFR Part 650 – New NBIS updates including SNBI Coding Guide, Data Crosswalk, Data Submittal Schema, Data Submittal Validation Logic, Transition Tool, NBIP Compliance, and training of new requirements statewide. These activities will be ongoing and will align with the FHWA timeline.

Note: The following staff augmentation efforts will directly support the BMS:

- Continue to develop external public facing dashboards showing existing bridge condition based of the approved annual data, and internal dashboards to show latest performance goals and targets.
- Continue to develop element cost model for preservation, rehabilitation, and replacement programs using historical information available in BidX, engineer’s estimates and maintenance work orders.
- Enhance NJDOT Risk Assessment Framework methodology, scoring criteria, and Excel tool incorporating new risk categories for State Maintained NBIS Bridges, including scour program, overall criticality score, and resiliency.
- Continue to create new elements for sign structures aligned with AASHTO elements and the high mast light pole elements and develop a comprehensive manual for inspection of ancillary structures, including data transfer from CombIS to BrM.
- Continue to develop “new starts” or TP-1s for eligible problem statements on the remaining bridge assets and enhance the process resolving scoping issues using “deep dive” matrix on as needed basis.
- Continue to develop active projects module in BrM by uploading programmed projects and create a tracking mechanism to reflect the entire project lifecycle process.
 - *TRAVEL:*
 - Year 1: 2025 Year 2: 2026
 - Conferences = **\$3,500.00** Conferences = **\$18,000.00**

Event	Year 1	Year 2
National TRB Asset Management Conference 2025 and 2026		\$7,200
AASHTOWare BrM User Group Meeting 2025 and 2026	\$3,500	\$3,600
Northeast Bridge Preservation Meeting 2026		\$7,200
TOTAL	\$3,500	\$18,000

- **Note:**
-
- Recommend **two (2)** staff members to attend the National TRB Asset Management Conference, **two (1)** staff members to attend the AASHTOW are BrM User Group Meeting, and **two (2)** staff members to attend the Northeast Bridge Preservation Meeting.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bridge Management System – 2207905
MANAGER: Mujahid Khan, Manager
UNIT: Bureau of Structural Evaluation & Bridge Management

CONTRACTS:

CombIS contract - Bentley (*AssetWise Inspections*) – Approximately: \$500,000 in FFY2025
 CombIS contract - Bentley (*AssetWise Inspections*) – Approximately: \$550,000 in FFY2026
 AASHTOWare BrM implementation – Approximately: \$250,000 in FFY2025
 AASHTOWare BrM implementation – Approximately: \$300,000 in FFY2026

EQUIPMENT:

None.

STAFFING:

<u>Name</u>	<u>Title</u>	<u>Person-Years</u>
Harjit Bal	Supervising Engineer Structural Evaluation	0.80
Nirav Patel	Supervising Engineer Structural Evaluation	0.20
Gina Rossi	Project Engineer Structural Evaluation	0.30
Douglas Tintle	Project Engineer Structural Evaluation	0.30
Vincent Shu	Project Engineer Structural Evaluation	0.10
Chandrabhas Shah	Project Engineer Structural Evaluation	0.40
James DeCristofaro	Project Engineer Structural Evaluation	0.10
John Soldwedel	Principal Engineer Structural Evaluation	0.10
Ramy Shamroukh	Principal Engineer Structural Evaluation	0.10
Vijay Sampat	Principal Engineer Structural Evaluation	0.40
Dauda Kamara	Principal Engineer Structural Evaluation	0.20
Aakash Shah	Principal Engineer Structural Evaluation	0.40
Nikunj Lathia	Principal Engineer Structural Evaluation	0.20
Wael Kassem	Principal Engineer Structural Evaluation	0.20
David Bishay	Senior Engineer Structural Evaluation	0.40
TBD	Principal Engineer Structural Evaluation	0.40
Zachary Keator	Assistant Engineer Transportation	0.30
Abdelrahman Mahana	Assistant Engineer Transportation	0.20
TBD	Assistant Engineer Transportation	0.20
TBD	Assistant Engineer Transportation	0.20
TBD	Engineer Trainee Transportation	0.20
TBD	Engineer Trainee Transportation	0.20
In-house Staff for Training	Various titles	1.00
	Total	6.90

Overtime - \$122,400 for Year 1 and \$124,848 for Year 2 budget to utilize the subject matter experts that are sufficiently involved to ensure that the requirements of the federal mandate are properly implemented in every aspect of this system. After stabilizing the two major tools (CombIS and BrM), the team will be doing advanced asset management, risk assessment management, enhanced deterioration modeling, preservation modeling, and projects in bridge program in support of the NJDOT STIP, TAMP, and PM2. As we will be relying on this data driven development of the entire bridge program, we must ensure that it is done correctly by using people with the proper expertise.

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Bridge Resource Program - 2207908
MANAGER: Ali J. Najem, P.E.
UNIT: Bureau of Structure Engineering Services

MISSION / OBJECTIVE:

The primary mission of the Bridge Resource Program (BRP) is to provide ongoing engineering evaluation and research support to the NJDOT's Division of Bridge Engineering and Infrastructure Management to

- (1) Preserve the State's Bridge and Structural Assets,
- (2) Optimize and rehabilitate the overall condition of the state's structures within the available funding levels, and
- (3) Assist with the development of policy and standards based on new technologies and guidelines as a component of the State of New Jersey's Asset Management System.

GOALS/ACTIVITIES:

The foundation for a successful Bridge Resource Program is to ensure that its core functional areas are aligned with NJDOT's needs, and are flexible, responsive and can efficiently enhance the overall performance of State assets. As such the BRP plan will be focused on the following core work areas:

Task 1 Enhance the NJDOT's Structural Management Activities

- a) Develop, refine, and validate Bridge Deterioration Modeling.
 - a.1 Develop new historical database using current standards in SNBI and create historical deterioration trends.
 - a.2 Validate accuracy of existing deterioration models.
 - a.3 Evaluate correlation between the Components and Element condition ratings.
- b) Provide data mining and technical assistance as needed with respect to the Bridge Management Systems.
 - b.1 A model-based bridge data extraction method for both textual and graphical information from bridge inspection reports can be developed by leveraging text mining methods to automatically extract critical information from inspection reports as well as image recognition methods to align photographs of bridge deck conditions with bridge models generated by LiDAR.
 - b.2 Research drone-based inspection guidance, and business requirements for GIS based model to incorporate bridge assets data layer.
- c) Provide technical assistance to Bridge Management Systems
 - c.1 Develop Bridge Preservation System and calibrate preservation actions and programs.

Task 2 **Structural Load Capacity Analysis**

- a) Provide research to develop a procedure to perform a parametric study on New Jersey special permit live load models (Ocean Bourne live loads) with HL-93, NJ 3S2 and AASHTO 3-3 live load models.

Task 3 **Advanced Materials**

- a) Review, test and pilot study of new products and technologies in the areas of structural engineering, bridge design and bridge preservation to enhance performance and constructability.
- b) Assist in the development of related design guidance, construction specifications and quality assurance test procedures to aid in the successful implementation of new methods and technologies.
- c) Develop and evaluate innovative materials. Assist in implementing innovative materials in alignment with industry, AASHTO, FHWA programs.

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Bridge Resource Program - 2207908
MANAGER: Ali J. Najem, P.E.
UNIT: Bureau of Structure Engineering Services

Task 4 **On-Call Services**

- a) Rapidly respond to NJDOT's needs for advanced bridge engineering tools and services to address ongoing design, construction, or maintenance issues. Perform in-depth structural inspection and evaluation using innovative testing technology to investigate structural emergencies due to unforeseen and/or special events for individual structures as well as any other structures within the corridor and provide recommendations.
- b) Assist in investigating the applicability of new AASHTO, TRB/NCHRP and other industry guidelines to NJDOT Standards and Specifications specifically; recommend changes to NJDOT standards, specifications, and existing policies; develop guidelines as required.
- c) Assist in resolving practical issues in a quick turn-around manner encountered during design, construction, implementation and evaluation for NJDOT bridge and highway structures and/or develop recommendations and guidelines.

Task 5 **Provide Technology Transfer**

- a) Provide technology transfer and training to NJDOT's Division Bridge Engineering & Infrastructure Management staff on topics pertaining to but not limited to new products, policy guidelines and research products for Bridge design, construction, maintenance, and preservation.
- b) Provide Ethics course for renewal of Professional Engineer license to NJDOT & FHWA staff annually.

Task 6 **Bridge Design Manual, Standards and Policy Update**

- a) Assist in updating and maintaining NJDOT's Design Manual for Bridges & Structures and structural portion of the Standard Specifications for Road & Bridge Construction.
- b) Assist in updating and maintaining Bridge Construction Details, Guide Plates, and Standard Drawings in accordance with the latest design and construction standards.
- c) Conduct Research in support to Bridge Engineering and Infrastructure Management policy decisions. Assist in gathering and presenting information to help guide and justify NJDOT's bridge policy through data collection, surveys and literature searches.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Task 1 Enhance the NJDOT's Structural Management Activities

- a) Develop, refine, and validate Bridge Deterioration Modeling.
 - a.1 Develop new historical database using current standards in SNBI and create historical deterioration trends.
- b) Provide data mining and technical assistance as needed with respect to the Bridge Management Systems.
 - b.1 A model-based bridge data extraction method for both textual and graphical information from bridge inspection reports can be developed by leveraging text mining methods to automatically extract critical information from inspection reports as well as image recognition methods to align photographs of bridge deck conditions with bridge models generated by LiDAR.

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Bridge Resource Program - 2207908
MANAGER: Ali J. Najem, P.E.
UNIT: Bureau of Structure Engineering Services

Task 2 Structural Load Capacity Analysis

- a) Provide research to develop a procedure to perform a parametric study on New Jersey special permit live load models (Ocean Bourne live loads) with HL-93, NJ 3S2 and AASHTO 3-3 live load models:
 - i) Develop the procedure for parametric study using the existing data on NJDOT owned bridges for various bridge types.
 - ii) After developing the procedure, perform a parametric study on New Jersey routine permit live load models with HL-93, NJ 3S2 and AASHTO 3-3

Task 3 Advanced Material and Technology

- a) Review, test and pilot study of new products and technologies in the areas of structural engineering, bridge design and bridge preservation to enhance performance and constructability.
 - i) Continue research and optimization of mix proportion for rapid set materials, Evaluation of full-size samples.
 - ii) Continue research and literature review on Structural Adhesive, Synthesis of information.
 - iii) Continue development of the Design Manual for Repair of Damage Caused by Over-sized Vehicles using Fiber Reinforced Polymers (FRP).
- b) Assist in the development of related design guidance, construction specifications and quality assurance test procedures to aid in the successful implementation of new methods and technologies.
 - b.1: Develop the technical specifications for three (3) innovative materials under Task 3. The team will also assist the Structural Engineering Division in developing design guidance, construction specifications, and quality assurance test procedures based on the previous experience and technical understanding of AASHTO, TRB, NCHRP, and other literature on an as-needed basis.
- c) Develop and evaluate innovative materials. Assist in implementing innovative materials in alignment with industry, AASHTO, FHWA programs.
 - 1). Develop and evaluate innovative material and retrofit detail to repair the Prestressed concrete beam end deterioration (spalls & exposed strands).

Task 4 On-Call Services

- a) Assist in investigating the applicability of new AASHTO, TRB/NCHRP and other industry guidelines to NJDOT Standards and Specifications specifically; recommend changes to NJDOT standards, specifications, and existing policies; develop guidelines as required.
 - a.1: This will be on an as-needed basis. The team will provide the necessary support to Bridge Engineering and Infrastructure Management Units when NJDOT requests it. The team will attend various meetings, such as but not limited to, AASHTO, TRB, NCHRP, ACI, and ASCE, to learn about the recent changes for the future implication to NJDOT

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Bridge Resource Program - 2207908
MANAGER: Ali J. Najem, P.E.
UNIT: Bureau of Structure Engineering Services

Task 5 Technology Transfer

- a) Provide BRP related presentations and demonstrations to highlight relevant information to keep NJDOT staff abreast of the current state of practices and new developments in the fields of design, materials engineering, maintenance and preservation, construction, and bridge management.
 - i) Training to develop knowledge of AASHTO, FHWA, industry requirements, and ability to timely respond to practical issues encountered in design and construction.
 - ii) Our team has established a partnership with many national and local agencies and organizations to host or organize seminar(s) and webinar(s) to promote state-of-the-art technology and discuss trending topics in the bridge and concrete industry. The following forum(s), webinar(s)/seminar(s), and workshop(s) are proposed to offer in this period based on the coordination with NJDOT and funding availability.
 - **Forum:** The team will host a forum and panel discussions to discuss new policies and strategies to minimize the impact of overweight trucks on bridge and pavement infrastructure in order to support the Bridge Management unit. The team will discuss the Forum with the Structural Engineering Division for more details.
 - **Bridge Design Workshop:** Two-Day course to address various topics related to the state-of-the-practice related to current and any future changes in the AASHTO LRFD BDS, AASHTO BME, AASHTO MASH, and Section 13 design requirements, etc.
 - **Webinar/Seminars and Training:** The team will host several seminars/webinars about emerging technologies for structure resilience and smart infrastructure and provide several pieces of training for various technologies and procedures including, but not limited to:
 - Load rating procedure using the most recent AASHTO Manual for Bridge Evaluation
 - The use of advanced and innovative non-destructive testing (NDT) and structural health monitoring (SHM) equipment for infrastructure evaluation.
 - ASTM testing and on-site Technician training through NJACI certification program
 - Other technology transfer supports through other collaborating Tier 1 University Transportation Centers, e.g., C2SMART at NYU
- b) Provide Ethics course for renewal of Professional Engineer license to NJDOT & FHWA staff annually.
 - i) Offer one (1) Ethics Course to NJDOT engineers (and Consultants, if NJDOT approves) in 2024 to provide the PDH credits to maintain their PE licenses. The schedule will be confirmed upon request.

Task 6 Bridge Design Manual Standards and Policy Update

- a) Update and maintain NJDOT's Design Manual for Bridges & Structures and structural portion of the Standard Specifications for Road & Bridge Construction.
 - i) Update the submitted BDM 7th edition (or BDM7) recommendations if additional comments from FHWA, PMO, and NJDOT are received. The team will coordinate/discuss with the Structural Engineering Division to update the BDM7 recommendation based on recent changes in AASHTO, FHWA, and industry practices
- b) Update and maintain Bridge Construction Detail, Guide Plate, and Standard Drawings in accordance with current design manual. Incorporate all the comments from NJDOT to update the details of GP and SD so that they are aligned with the BDM7 recommendation. The team will also closely coordinate with NJDOT bridge engineers and SMEs with their approval and proceed with further updating

STATE PLANNING AND RESEARCH PROGRAM, 2025-2026

ACTIVITY: Bridge Resource Program - 2207908
MANAGER: Ali J. Najem, P.E.
UNIT: Bureau of Structure Engineering Services

- c) Conduct Research in support to Bridge Engineering and Infrastructure Management policy decisions. Assist in gathering and presenting information to help guide and justify NJDOT's bridge policy through data collection, surveys and literature searches.

TRAVEL: None

CONTRACTS:
 2025 - \$1.6 Million; 2026 - \$1.6 Million

EQUIPMENT: None

STAFFING:

Name	Title	Yearly Salary	Person-Years	Total	Days	Hours
Pranav Lathia	Supervising Engineer Surface Design	\$135,606.81	0.10	\$13,560.68	25	200
Xiaouha (Hannah) Cheng	Supervising Highway Engineer Bridge Design	\$135,606.81	0.75	\$101,705.11	188	1504
Jess Mendenhall	Supervising Highway Engineer Bridge Design	\$122,052.90	0.15	\$18,307.94	38	304
Hemantlal Padalia	Project Engineer Structural Transportation	\$115,229.47	0.75	\$86,422.10	188	1504
Ankur Patel	Project Engineer Structural Transportation	\$115,229.47	0.10	\$11,522.95	25	200
Joseph Warren	Principal Engineer Structural Bridge Design	\$96,626.85	0.40	\$38,650.74	100	800
Dipen Mehata	Principal Engineer Structural Bridge Design	\$93,086.74	0.30	\$27,926.02	75	600
Habel Sabu	Principal Engineer Structural Bridge Design	\$89,546.63	0.30	\$26,863.99	75	600
Ryan Whitlock	Principal Engineer Structural Bridge Design	\$93,086.74	0.05	\$4,654.34	13	104
Fady Daoud	Senior Engineer Structural Bridge Design	\$74,921.65	0.10	\$7,492.17	25	200
Humayun Kabir	Project Engineer Structural Transportation	\$119,327.07	0.15	\$17,899.06	38	304
Andrew Branin	Principal Engineer Structural Bridge Design	\$100,166.96	0.15	\$15,025.04	38	304
Nicholas Facas	Principal Engineer Structural Bridge Design	\$100,166.96	0.10	\$10,016.70	25	200
Mohab Hussein	Project Engineer Geotechnical	\$98,839.07	0.10	\$9,883.91	25	200
Kadijah Thomas	Principal Engineer Geotechnical	\$93,086.71	0.05	\$4,654.34	13	104
Mario Sazo	Principal Engineer Geotechnical	\$96,626.81	0.05	\$4,831.34	13	104
Harjit Bal	Supervising Engineer Structural Evaluation	\$135,606.81	0.2	\$27,121.36	50	400
Gina Rossi	Project Engineer Structural Evaluation	\$123,424.67	0.05	\$6,171.23	13	104
Douglas Tintle	Project Engineer Structural Evaluation	\$123,424.67	0.05	\$6,171.23	13	104
Chandahas Shah	Project Engineer Structural Evaluation	\$115,229.47	0.05	\$5,761.47	13	104
Aakash Shah	Principal Engineer Structural Evaluation	\$100,166.96	0.05	\$5,008.35	13	104

Nikunj Lathia	Principal Engineer Structural Evaluation	\$96,626.85	0.05	\$4,831.34	13	104
Dauda Kamara	Principal Engineer Structural Evaluation	\$96,626.85	0.1	\$9,662.69	25	200
Vijay Sampat	Principal Engineer Structural Evaluation	\$100,166.96	0.1	\$10,016.70	25	200
David Bishay	Senior Engineer Structural Evaluation	\$84,094.87	0.1	\$8,409.49	25	200
Utsab Pokharel	Senior Engineer Structural Evaluation	\$81,037.13	0.05	\$4,051.86	13	104
Zachary Keator	Assistant Engineer Transportation	\$70,629.42	0.05	\$3,531.47	13	104
Wael Kassem	Principal Engineer Structural Evaluation	\$89,546.63	0.05	\$4,477.33	13	104
TBD	Principal Engineer Structural Evaluation	\$89,546.63	0.05	\$4,477.33	13	104
Abdelrahman Mahana	Assistant Engineer Transportation	\$67,987.61	0.1	\$6,798.76	25	200
TBD	Assistant Engineer Transportation	\$67,987.61	0.1	\$6,798.76	25	200
TBD	Assistant Engineer Transportation	\$65,688.50	0.05	\$3,284.43	13	104
TBD	Engineer Trainee Transportation	\$65,688.50	0.05	\$3,284.43	13	104
TBD	Engineer Trainee Transportation	\$65,688.50	0.05	\$3,284.43	13	104
Mula Reddy	Project Engineer Structural Evaluation	\$123,424.67	0.2	\$24,684.93	50	400
Yasotha Rishindran	Project Engineer Structural Evaluation	\$123,424.67	0.025	\$3,085.62	6	48
Akash Sutariya	Principal Engineer Structural Evaluation	\$100,166.96	0.025	\$2,504.17	6	48
			5.15	\$552,834	1297	10376.00

3.5% salary increase : \$746,326

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Intelligent Transportation Systems Resource Center (ITS RC) – 2207888
MANAGER: Salvatore Cowan
UNIT: Mobility Research and Planning

Vision and Mission: Use the Intelligent Transportation Systems Resource Center (ITS RC), a premier technical, research, education, and knowledge transfer program, to provide resources and assistance to NJDOT in improving the safety, mobility, and efficiency of New Jersey’s surface transportation systems through the implementation of Intelligent Transportation Systems (ITS), and innovative transportation planning and management methods and strategies. The ITS RC is a partnership between federal and state transportation agencies and academia, but it also engages private industry and other entities that promote and advance the implementation of ITS technologies on New Jersey’s transportation system.

Mission: The primary mission of ITS RC is to assist NJDOT in enhancing the quality and efficiency of New Jersey’s transportation systems through the effective implementation of ITS and other strategies and technologies for effective transportation system management and operations. This is accomplished by conducting a robust combination of planning and research studies, operational tests and demonstrations, evaluation of deployment scenarios and strategies, training, and outreach. These activities specifically focus on technology assessment, development of new technology applications, pilot and demonstration deployments of new technologies, evaluation of ITS implementation strategies and scenarios, application of advanced transportation and traffic modeling tools for ITS deployment evaluation and planning, maintaining the ITS information database, delivery of traveler information via multiple methods, and technology transfer. This approach ensures that NJDOT is at the forefront of adopting the latest advancements in transportation technology and makes the right decisions about investing in the most effective ITS applications and deployments that maximize benefits to the traveling public.

Goals/Activities: (activities to be performed in CY 2025) *

The ITS RC supports all goals of the Transportation Choices 2030. Its work program addresses the overarching goals of improving mobility, safety, and quality of life by advancing innovative strategies and technologies for more effective and efficient management of the NJDOT transportation system and operations. The provision of traveler information, including travel times and alerts, ITS Architecture, active traffic management, and free travel time information on the roads and via free access to 511NJ, integrated corridor management, and related strategies also supports transportation disadvantaged communities and Ladders of Opportunity. The objective of the ITS Resource Center Program is to identify, enhance, guide, and strengthen the State’s direction and decision making in the activities of NJDOT Transportation Mobility. Since its inception, the Program has conducted these types of core activities:

1. Applied studies and program evaluation/analyses.
2. Concept of Operations documentation.
3. Training and education.
4. Operations Center evaluations and improvements.
5. Safety Service Patrol and Incident Management Response Team assessments, improvements, research and deployments.
6. Technical and Executive Management assistance; and
7. Outreach and information dissemination.

The 2025-2026 ITSRC work program will address the core activities and undertake additional items by doing the following:

1. Conduct Annual Best Practices Reviews;
2. Support implementation of the NJDOT ITS Strategic Deployment Plan and Technology Policies;
3. Conduct ITS and TSM&O Training and Technology Transfer and Outreach for NJDOT and other agencies;
4. Provide support to NJDOT for data analysis, tools, research, and solutions for TSM&O and transportation planning and operations application;

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Intelligent Transportation Systems Resource Center (ITS RC) – 2207888

MANAGER: Salvatore Cowan

UNIT: Mobility Research and Planning

5. Support Planning and Capacity Building for Effective Traffic Operations;
6. Conduct and Implement Work Zone and Related Mobility Monitoring Research and Evaluation;
7. Provide Technical and On-Call support for Technology Evaluation and Deployment;
8. Conduct ITS Feasibility, ConOps and Concept Development and System Requirement Studies for ITS and TSM&O Pilot Applications; and
9. Provide Program Management/Communication Protocol and Methodology for Technical Leads.

Activity 1: Best Practices Research and Strategic Planning/Policy Development

- a) Conduct Annual Best Practices Scan of Traffic Incident Management (TIM), Connected and autonomous vehicles (CAV), Work Zones, Traffic Operations Centers (TOC), TSM&O Management System practices, 511, Traffic Detection and Analysis.
- b) Support the implementation of the NJDOT Connected and Autonomous Vehicle Strategic Plan.
- c) Support the NJDOT ITS Strategic Deployment Plan (SDP) as well as Departmental capital programming.
- d) Contribute to the development, planning, evaluation, adoption, training, and implementation of the ITS Architecture framework for New Jersey.
- e) Promote TSM&O successes within and external to the NJDOT by the creation of website concept and execution, to be eventually incorporated and regularly updated as part of the Department's Internet site.

Activity 2: Develop and Conduct TSM&O and ITS Training, Technology Transfer and Outreach

- a) Develop and execute an ITS/TSM&O annual plan for training in specific areas of traffic management and operations to enhance the effectiveness of NJDOT and local agency incident management-related personnel.

Activity 3: Data Analysis Tools, Solutions and Research to Support TSM&O and Transportation Planning for Operations

- a) Continue big-data research and application and analysis of distributed storage and processing technologies of large datasets across computing clusters for extraction, analysis, and use of integrated mobile observation data, data from connected vehicles, weather-related data, and infrastructure-based sensors.
- b) Provide technical support for acquisition, integration, and analysis of connected vehicle data and develop AI and machine learning-based innovative solutions for real-time traffic incident detection and prediction, situational awareness, and predictive analytics for traffic operations.

Activity 4: Traffic Operations Capacity Building

- a) Support the NJDOT Innovation program with analysis on crowdsourcing data and its applicability for traffic operations and incident management.
- b) Carry out the Traffic Incident Management (TIM) training and outreach program, and support advancement of the Statewide TIM Strategic Plan.
- c) Support the integration of connected and autonomous vehicles into the TIM training.
- d) Continue to enhance and update the online self-paced TIM training tool.
- e) Support the update of the NJ interactive Diversion Routes portal and continue to update and/or develop detailed diversion routes for the State.

Activity 5: Work Zone (WZ) and Related Mobility Monitoring and Improvement Research

- a) Continue the WZ V2X pilot and conduct the integration of real-time work information into the national work zone data exchange feed to communicate accurate, up-to-the-minute roadwork and road closures information to road users.

Activity 6: Technical Support for Technology Evaluation and Deployment

- a) Continue the evaluation of innovative ITS technologies, as well as connected vehicle and vehicle automation technologies, utilizing the testbed locations developed as part of the ITS RC Program, including the Connected Vehicle (CV), Urban Mobility, Pedestrian Safety, and Transit preemption.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Intelligent Transportation Systems Resource Center (ITS RC) – 2207888
MANAGER: Salvatore Cowan
UNIT: Mobility Research and Planning

- b) Carry out research AI-based Video Analytics (VA) applications in traffic monitoring and data collection, including evaluation of the effectiveness of VA system(s) in incident detection and vehicle counting from the video feed in real-time.

Activity 7: Conduct ITS Feasibility Studies, Concepts of Operations (ConOps), and System Requirements Studies for ITS and TSM&O Pilot Applications

- a. Continue the performance analysis of real-time ITS detection technologies deployed at the Truck Rest Area Pilot Project.
- b. Conduct research and develop CONOPS for select ITS and traffic operations pilot deployment and demonstration project.

Activity 8: Program Management

- a) Conduct regular progress reviews, identify any problems/issues impacting the progress in reaching the milestones according to the work plan and implement any corrective actions needed to ensure successful completion of the work program.
- b) Provide continuous project monitoring and management.
- c) Provide copies of any/all subcontracts/scopes and describe quality assurance measures that will be utilized to ensure timely deliverables receipt.
- d) Meet with TSM&O technical staff management as appropriate, at a minimum once a month for management meetings.
- e) Oversee preparation of technical reports and provide quality control. Schedule and plan deliverable schedules with ample time for Departmental review, revision and approval. Ensure schedules provided are adhered to and detail staff support needed to ensure timely completion of all work program tasks. Assist in preparations for meetings with Department/FHWA staff in reporting progress.

Anticipated Accomplishments for Calendar Year 2025

Activity 1: Conduct Annual Best Practices Research and Strategic Planning/Policy Development

- a. A final report summarizing the findings of the best-practices scan.
- b. Scans and recommend improvements, focusing on the use of ITS and TSM&O technologies and strategies.
- c. Plan and support the transportation “digital infrastructure” which is an emerging operations area. It has grown much larger and diverse in the last 10 years due to deployment and confluence of edge networks, cloud computing, AI/machine learning, lidar applications, digital twin, etc.
- d. A report documenting the NJ Architecture update accomplishments and TM ITS Deployment

Activity 2: Develop and conduct TSM&O and ITS Training, Technology Transfer and Outreach

- a. Notes, PowerPoint presentations, and other Knowledge and Technology Transfer (KTT) materials developed as part of training courses, seminars, and workshops.
- b. An annual report on training and outreach activities completed as part of this program.
- c. Maintain Outreach Tracker for njtim.org for NJDOT to monitor the program

Activity 3: Data acquisition, integration, analysis and visualization support for transportation planning and traffic operations

- a. Technical memoranda, annual progress reports, and final reports summarizing accomplishments of development and implementation of innovative solutions for traffic data acquisition, cluster-based data processing and storage, and analytics in support of urban mobility, traffic management, and roadway maintenance applications, including applications of integrated mobile observations.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Intelligent Transportation Systems Resource Center (ITS RC) – 2207888
MANAGER: Salvatore Cowan
UNIT: Mobility Research and Planning

- b. Technical reports acquisition, integration and analysis of connected vehicle data and develop AI and machine learning-based innovative solutions for real-time optimization, situational awareness, and predictive analytics for traffic operations.

Activity 4: Traffic Operations Capacity Building

- a. A technical report documenting analysis of crowdsourcing data and its applicability for traffic operations and incident management.
- b. An annual progress report summarizing TIM outreach efforts (working groups, regional meetings). Technical memorandum summarizing the evaluation of specific TIM program(s) and/or initiative(s).
- c. A report addressing the implementation of strategies for the inclusion of connected and autonomous vehicles into the TIM training curriculum.
- d. A technical report documenting the analysis of commercial vehicle travel restrictions on safety and mobility during winter weather events.

Activity 5: Work Zone and Related Mobility Monitoring and Improvement Research

- a. A technical report documenting the development and integration of the Smart Work Zone test bed and integration into the FHWA’s Work Zone Data Exchange (WZDx) program.

Activity 6: Program Management

- a. Project Management Plan that establishes a management and communication protocol between NJDOT Project Manager and the University’s Principal Investigator as well as University technical leads to follow in completing activities.
- b. Quality assurance measures that will be utilized to ensure timely receipt of deliverables.
- c. Prepare Quarterly progress reports
- d. Memoranda documenting any project management issues and their resolution.
- e. Technical and Final report management and quality control

Contracts

A cost reimbursement type of University Task Order to conduct the Intelligent Transportation Systems Resource Center with a budget of \$3,500,000 each year.

Travel

TRIP	Staff	Location	Hotel	Meals	Travel Expenses	Registration
TRB Annual Meeting 01/05/2025-01/09/2025	1	Washington DC	\$1,500	\$200	\$300	
ITS World Congress 8/24/25-08/28/2025	2	Atlanta	\$3,000	\$375	\$700	\$1,000
TOTAL			\$4,500	\$575	\$1,000	\$1000

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Intelligent Transportation Systems Resource Center (ITS RC) – 2207888
MANAGER: Salvatore Cowan
UNIT: Mobility Research and Planning

Equipment

None

Staffing

B. Kepler	Project Manager	0.2
V. Mathur	Supervisor, TM Planning & Research	0.65
T. Murphy	Administrative Analyst 1	0.85
K. Ferguson	Administrative Analyst 1	0.85
K. Kyros	Analyst Trainee	0.85
E. Falcon	Princ. Trans. Analyst	0.05

<i>TOTAL</i>	<i>3.45</i>
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General Guidance

All thumbnails should be a total of 2-4 pages in length. An extensive staff list may go beyond this rule of thumb. The format of the thumbnail template is approved by FHWA. Please do not change the format.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

VISION AND MISSION:

The mission of the Bicycle and Pedestrian Program is to ensure the broadest implementation of the New Jersey Bicycle and Pedestrian Master Plan, the New Jersey Strategic Highway Safety Plan, NJDOT's Complete Streets policy, and FHWA's policies related to bicycle and pedestrian travel. The program seeks to promote and facilitate the increased use of non-motorized transportation on state and local roadways, including assisting with the development of facilities for the use of pedestrians, bicyclists and micromobility and transit users, along with public educational, promotional, and safety programs for using such facilities.

Because New Jersey has a high number of bicyclist and pedestrian fatalities as a percentage of all traffic fatalities, many of the goals and activities relate to assisting with the planning, development and funding of projects to meet the needs of people who walk and bike, or who use transit and emerging micromobility modes and technologies. These activities also attempt to ensure that all NJDOT-funded studies, projects and programs include full consideration of non-motorized travel modes to increase active transportation while reducing bicyclist and pedestrian fatalities and serious injuries, particularly in traditionally underserved communities. To maximize effectiveness, a key objective is to collaborate with internal and external partners, such as the NJDOT Divisions of Statewide Planning, Project Management, Local Aid, and Traffic Engineering, other state agencies, Metropolitan Planning Organizations (MPOs), Transportation Management Associations (TMAs), counties, municipalities, and advocacy groups. Another key objective is to coordinate efforts with those funded by other programs, such as the Highway Safety Improvement Program (HSIP), the Congestion Mitigation and Air Quality (CMAQ) program and the Transportation Alternatives Set-Aside (TASA) program.

GOALS/ACTIVITIES:

1. Assist with the development of capital and grand funded projects on New Jersey roadways to meet the needs of bicyclists, pedestrians, micromobility, and transit users of all ages, abilities and backgrounds.
2. Ensure that studies, projects and programs in the Department include full consideration of bicycle and pedestrian needs whenever possible in accordance with state, federal, and Complete Streets policies.
3. Encourage and support the development and implementation of bicycle and pedestrian strategies, Complete Streets policies and multi-modal projects by MPOs, counties, municipalities, and TMAs.
4. Provide appropriate technical assistance and professional development opportunities to department staff, outside agencies, and transportation professionals throughout the state.
5. Disseminate information to local governments on Complete Streets and the planning, design, funding and implementation of bicycle, pedestrian and micromobility projects and programs throughout the State.
6. Assist MPOs, counties, municipalities, and the Department and other state agencies with efforts to increase the mode share of non-motorized and low-motorized travel on New Jersey's transportation network.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

Task 1: Working in cooperation with various divisions within Capital Project Management (CPM), including the Division of Project Management and the Bureau of Traffic Engineering, supervise staff providing input to projects in the scoping and design work program regarding Complete Streets, bicycle and pedestrian access, mobility and safety needs. Coordinate and track this process. Provide technical assistance to various entities of the Department for projects going through the pipeline process. Investigate barriers to improving access, mobility and safety for bicyclists, pedestrians, and micromobility and transit users and pursue all available opportunities to implement appropriate accommodations. Supervise staff preparing problem statements and initiate the project development process to implement these improvements.

- Fulfilling Goals 1 and 2
- Deliverables: Technical memoranda, reports and problem statements providing bicycle/pedestrian input to the NJDOT Capital Project Delivery Process
- Timeline: Ongoing
- Measures of Progress:
 - Scoping meetings attended
 - Scope Statements signed
 - Problem Statements submitted
 - Complete Streets Checklists submitted
 - Permits/Plans reviewed
 - Field Reviews

Task 2: Utilizing consultant assistance under existing and new Task Order Agreements, carry out a program of local technical assistance to communities by developing bicycle and pedestrian planning studies, including feasibility assessments and Pedestrian Road Safety Audits, to address local bicycle, pedestrian and micromobility access and safety needs. Supervise staff managing the task orders. Encourage towns and counties to adopt Complete Streets policies and to apply for Local Aid grants to implement the projects that are recommended in the planning studies. Initiate policy studies as needed to support the full implementation of FHWA and NJDOT bicycle and pedestrian policy initiatives. Review bicycle and pedestrian safety priorities arising from Local Safety Action Plans where these priorities intersect or are impacted by State roadways and conduct studies around these needs

- Fulfilling Goals 3, 5 and 6
- Deliverables: Local bicycle and pedestrian planning studies with recommendations for implementation
- Timeline: Ongoing
- Measures of Progress:
 - Studies completed
 - Complete Streets policies passed

Task 3: Initiate problem statements to supply the NJDOT project pipeline. These will address bicycle and pedestrian access and safety needs or opportunities on state system roadways resulting in independent bicycle and pedestrian projects. Such projects will originate from bicycle and pedestrian crash lists and input from counties and municipalities via Commissioner Referrals.

- Fulfilling Goal 1
- Deliverables: Problem statements submitted
- Timeline: Ongoing
- Measures of Progress:

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

- Problem statements submitted
- Tech memos completed

Task 4: Utilizing consultant assistance under existing and new Task Order Agreements, update the 2016 Statewide Bicycle and Pedestrian Master Plan.

- Fulfilling Goals 1, 2, 3, and 6
- Deliverables:
 - An updated Bicycle and Pedestrian Master Plan
- Timeline: Two years
- Measures of Progress:
 - An updated Bicycle and Pedestrian Master Plan

Task 5: Utilizing consultant assistance under existing and new Task Order Agreements, and in coordination with the Metropolitan Planning Organizations (MPOs), develop a statewide map of bicycle suitability conditions for all roadways owned and operated by NJDOT. This map will be informed by the North Jersey Transportation Planning Authority (NJTPA) and the Delaware Valley Regional Planning Commission (DVRPC) bicycle suitability maps for the local roads within their regions.

- Fulfilling Goals 1, 3, 5 and 6
- Deliverable: Implementation approach; GIS roadway network with data element and field as required access and/or mobility issues with semi-annual project update reports
- Timeline: Two years

Task 6: In cooperation with the Safety Program Management Section, utilize the Pedestrian Safety Management System, the Bicycle Crash Location List, crash records, roadway inventory data and the New Jersey Bicycle and Pedestrian Master Plan to identify and prioritize pedestrian and bicycle crash locations and corridors for improvement. Investigate whether these Safety Management System locations are in areas overlapping with NJDOT capital projects and work with associated project managers to address bicycle and pedestrian safety within their existing projects.

Task 7: Expand outreach to senior citizens and all other citizens in accordance with Governor Murphy's Executive Order No. 227 establishing the Age-Friendly State Advisory Council, which works to make communities supportive and accessible places to live for people of all ages. Utilizing consultant assistance under existing and new Task Order Agreements, initiate Senior Walkability Workshops in locations across the state with significant numbers of seniors and a documented history of pedestrian crashes involving the elderly. Work with the appropriate Metropolitan Planning Organizations (MPOs) and Transportation Management Associations (TMAs).

- Fulfilling Goals 3, 4, 5 and 6
- Deliverables: Up to six (6) Senior Walkability Workshops
- Timeline: One year
- Measures of Progress:
 - Workshops held

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

Task 8: Utilizing consultant assistance under existing and new Task Order Agreements, assisting with the development of priority actions as a part of 2025 NJ Strategic Highway Safety Plan. Coordinate with Emphasis Area Team Leaders and Priority Action Champions and provide input that improves the safety of vulnerable road users.

- Fulfilling Goals 2, 3, 4 and 6
- Deliverables:
 - Development of the 2025 NJ Strategic Highway Safety Plan
- Timeline: Ongoing
- Measures of Progress:
 - Implementation Plan for 2025

Task 9: Participate in cooperative efforts between NJDOT, NJDEP and other agencies to identify opportunities for the development of multi-use trails and trail connections, especially where they serve as routes to transit, employment, education, etc. Coordinate activities to assist with implementation. Utilizing consultant assistance under existing and new Task Order Agreements, investigate improvements to locations on state roadways that intersect with existing and planned trail networks, including the East Coast Greenway, the Circuit Trails Network, the Delaware River Heritage Trail, the Morris Canal Greenway, the Capital to Coast Trail, the Essex-Hudson Greenway and others. Serve as the Department's designated representative to the New Jersey Trails Council.

- Fulfilling Goals 3, 4 and 6
- Deliverables:
 - Reviews of regional trail routes for opportunities to improve them via Department projects and funding programs, including the East Coast Greenway through northern and central New Jersey
 - Presentations to New Jersey communities about funding opportunities for trail planning, design and construction
 - Assistance to municipalities, counties and the MPOs with feasibility studies and trail network plans
- Timeline: Ongoing
- Measures of Progress:
 - Routing studies
 - Presentations
 - Trail plans

Task 10: Utilizing consultant assistance under existing and new Task Order Agreements, continue to develop and implement Complete Streets training workshops both internally at NJDOT and for municipalities, counties and the MPOs on the benefits of Complete Streets, including policy elements, design, cost, liability and implementation.

- Fulfilling Goals 2, 3, 4, and 5
- Deliverable: Internal and external Complete Streets Workshops as needed.
- Timeline: One year
- Measures of Progress:
 - Complete Streets Workshops

Task 11: Utilizing consultant assistance under existing and new Task Order Agreements, assist with updates to bicycle and pedestrian design guidance in Department documents, such as the Roadway Design Manual, the Bridges and Structures Design Manual, the Complete Streets Design Guide, and the School Zone Design Guide. Keep staff up to date on the latest guidance from FHWA, AASHTO, NACTO and others and make relevant units in the Department aware of best practices.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

- Fulfilling Goals 2, 3, 4, and 5
- Deliverable: Periodic review of national best practice in design for cyclists and pedestrians.
- Timeline: One year
- Measures of Progress:
 - Updates to NJDOT design manuals

Task 12: Provide the public access to the Department’s bicycle and pedestrian safety information and materials. Periodically, assist with updates to NJDOT’s njcommuter.com bicycling and walking web pages, and the Complete Streets and the Safe Routes to School web pages to include updated materials and information. Supervise staff in tracking interest for the materials through the Department’s website.

- Fulfilling Goal 5
- Deliverable: Updated NJDOT Bicycle & Pedestrian Website
- Timeline: Ongoing
- Measures of Progress:
 - Additions to the NJDOT website

Task 13: Attend conferences, seminars, task forces, and webinars to obtain training on planning, policy, design, and/or funding for bicycle, pedestrian, and micromobility travel modes from FHWA, AASHTO, ITE, APA, NACTO, APBP and other providers.

- Fulfilling Goals 2 and 6
- Deliverables: Trainings attended
- Timeline: One year
- Measures of Progress:
 - Trainings attended

Task 14: Administer the federally funded Bicycle and Pedestrian Program to include developing a work program and budget; managing program implementation, project selection and implementation, and reporting requirements to FHWA as agreed in the Mutual Service Standard.

- Fulfilling Goals 1 through 6
- Deliverable: A work program and budget based upon previously identified bicycle and pedestrian safety, access and/or mobility issues with semi-annual project update reports
- Timeline: One year

CONTRACTS: \$2,000,000 for two on-call planning consultants in SPR Year 1 (Bike and Pedestrian Year 3)

Two (2) on-call consultants solicitation process will begin summer of 2025 for selection. Selected consultants will perform bicycle and pedestrian planning work at a ceiling of \$2million per year for a 3–year term (2025-2027) FFY 2025, 2026 and 2027. This relates to CY 2026, 2027 and 2028. Each firm will be funded at \$1 million per FFY.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Bicycle and Pedestrian Projects (CMAQ) - 2207935

MANAGER: Daniel LiSanti
UNIT: Bureau of Safety, Bicycle and Pedestrian Programs

TRAVEL:

\$8,850.00 for state, regional and national conferences, and meetings in SPR Year 1 (01.01.2025 – 12.31.2025)

March:

- Institute of Transportation Engineers (ITE) Virtual Spring Conference, March 25-26, 2025, (one employee)- \$300.00

May:

- National Association of City Transportation Officials (NACTO), Washington, D.C., May 28, 2025 – May 31, 2025. (two employees) - **\$4,000.00**

August:

- Institute of Transportation Engineers (ITE) Annual Meeting, Orlando, Florida, August 10, 2025 – August 13, 2025 (2 employees)- **\$3,000.00**

September:

- American Council of Engineering Companies of New Jersey (ACECNJ) Conference, Location and date TBD, (two employees) - **\$300.00**

November:

- NJ State League of Municipalities, Location and date TBD, (two employees) - **\$500.00**

Mileage, parking and tolls for business meetings - **\$750.00**

Total Travel: \$300.00+\$4,000.00+\$3,000.00+\$300.00+\$500.00+\$750.00 = \$8,850.00

EQUIPMENT: None

STAFFING:

Elise Bremer-Nei, Project Manager	0.25 py
Nazhat Aboobaker, Section Chief	0.50 py
Walid Jawawdeh, Project Engineer	0.25 py
Saidul Islam, Project Engineer	0.25 py
Marhaba Omer, Project Engineer	0.25 py
Khalid Troumi, Principal Engineer	0.25 py
Joseph Rapp, Senior Planner	0.25 py
William Riviere, Principal Planner	<u>0.25 py</u>

TOTAL: 2.25 py

Note: BSBPP staff salaries for Year 1 have been assigned to the HSIP, CMAQ, and SPR programs to ensure the salary for each staff member does not exceed 1.0 PY and there is no duplication between programs.

APPENDIX - B

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Best Practices in Transit Customer Satisfaction Surveys – 4500023 / 7202
MANAGER: Pragna Shah

UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building, and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

This proposed research will seek to gain insights into best practices and lessons learned in transit customer satisfaction surveys. The focus is specifically on exploring new data visualization and analysis tools, survey methodologies, weighting approaches, and other techniques that can enhance the survey process. This research project will identify effective models and best practices in transit customer satisfaction surveys that successfully capture customer feedback and provide actionable results for agencies in their data collection, public engagement, and decision-making processes. The research will be conducted in four phases, with project management tasks continuing throughout the study:

1. Literature Review
2. Develop Interview questions about Best Practices
3. Conduct In-Depth Interviews with Key Staff at other Transit Agencies
4. Provide Customer Satisfaction Survey Recommendations

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Literature Review (This task will be completed in CY2024)
2. Develop Interview questions about Best Practices (This task will be completed in CY2025)
3. Conduct In-Depth Interviews with Key Staff at other Transit Agencies (This task will be completed in CY2025)
4. Provide Customer Satisfaction Survey Recommendations (This task will be completed in CY2025)

TRAVEL:

N/A

CONTRACTS:

University Contract: Rutgers University (CY 25) \$300,000 (CY 26) \$0

EQUIPMENT:

N/A

STAFFING:

In-house staff time will be charged to Project Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: External Service Life of Concrete Bridge Deck with Internal Curing – 4500023 / 7199
MANAGER: Pragna Shah

UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building, and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

This research will evaluate the efficiency of internally cured concrete for New Jersey bridge structures, the framework proposes several phases. Extensive review of other neighboring states' DOT's specifications, lessons learned and challenges of the current practices of IC-HPC in the US. This research is devoted to promoting the application and production of IC-HPC in NJ

1. Identification of the internal curing carriers (ICC) utilized in IC-HPC development and local supplies.
2. Review of the current practices of ICC for bridge deck and pavement.
3. Survey of the transportation agencies experience with ICC
4. Prepare a work plan for the phases based on work completed
5. Prepare experimental program to evaluate LWFA for internal curing of NJDOT HPC
6. Draft and Final Report and Technical brief.

ANTICIPATED ACCOMPLISHMENT FOR CALENDAR YEAR 2025:

1. Identification of the internal curing carriers (ICC) utilized in IC-HPC development and local supplies. **COMPLETED**
2. Review of the current practices of ICC for bridge deck and pavement. **COMPLETED**
3. Survey of the transportation agencies experience with ICC
4. Prepare a work plan for the phases based on work completed
5. Prepare experimental program to evaluate LWFA for internal curing of NJDOT HPC
6. Draft and Final Report and Technical brief.

TRAVEL:

N/A

CONTRACTS:

Rutgers University, (CAIT)- External Life Service of Concrete Bridge Decks with Internal Curing
(CY 25) \$ 200,000 (CY 26) \$200,000

EQUIPMENT:

N/A

STAFFING:

In – house staff time will be charged to Project Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Evaluation of NJDOT Hardened Traffic Paint Markings and Stripes Performance- 4500023/7195
MANAGER: Pragna Shah

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

This project aims to obtain and analyze relevant technical and performance data of various pavement marking materials, and to determine which product(s) can be used to stripe various roadway surfaces to withstand the NJ weather and traffic conditions. In addition, this project will evaluate drying time issues, alternative testing protocols, durability issues, cost benefits, temporary markings, and to develop an alternative specification for quick application of paints when supply chain issues arise. This study will provide guidance and recommendations to improve new marking installation specifications and techniques, improve marking maintenance practices, and evaluate the current specifications and requirements for road markings and stripes paint with respect to sensing capabilities of autonomous vehicles for operational purpose.

1. Create inventory of required data such as pavement and markings. This is an ongoing goal.
2. Field evaluations of measured marking characteristics/testing protocol This is an ongoing goal.
3. Evaluations of marking visibility / data analysis. This is an ongoing goal.
4. Develop recommendations to improve specifications and pavement marking applications and durability. This is an ongoing goal.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Conduct a survey, inventory, and review, of the various markings and pavement surface types/materials used in different geographical regions of New Jersey. The team will work closely with NJDOT to obtain the inventory of pavement surfaces and markings used on most road surfaces in the state
2. The research team will develop an evaluation plan to study the performance of desired pavement marking materials on typical road surfaces across the various NJDOT regions. The research team will then propose two potential field study designs that could be used to successfully meet the objectives of this research
3. The research team will use different performance evaluation indices to evaluate pavement markings, such as pavement marking index (PMI), retro reflectivity deduct curve, and presence deduct curve. The research team will also use image analysis techniques and machine learning statistical methods.
4. The research team will develop recommendations for improving pavement marking specifications and pavement marking applications. The research team will use information gathered in this study to make recommendations for improving NJDOT's pavement marking practices.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Evaluation of NJDOT Hardened Traffic Paint Markings and Stripes Performance- 4500023/7195
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

TRAVEL:

None

CONTRACTS:

University Contract: Rowan University (CY 25) - \$0 (CY 26) - \$0

EQUIPMENT:

None

STAFFING:

In-house staff time will be charged to Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Innovative Pothole Repair Materials and Techniques Phase II-4500023/7200
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The objectives of phase II work are to further develop concrete crack repair material and conduct field implementation using new technologies including automated repair technologies and non-destructive evaluation. The repair treatment of concrete surfaces will reduce damage from cracking and spalling and extend service life of concrete structures

7. Enhancement of Crack Filler Material to Improve Flowability, Adhesion, and Penetration into Cracks. This is an ongoing goal
8. Investigation of Automatic Delivery Methods for Crack Repair. This is an ongoing goal
9. Evaluate Crack Depth and Repair Quality Using Non-Destructive Testing Method. This is an ongoing goal.
10. Field Implementation of Crack Filler Material and Delivery Methods. This is an ongoing goal.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Several mix designs with different mix proportions will be tested. This will include varying the polymer to cement ratio, the water to cement ratio, the added fine aggregates, the volume fraction of fibers, the type of non-metallic fibers and the effectiveness of several types of admixtures including high range water reduction admixture (HRWRA) and viscosity modifying admixture (VMA). The addition of nano particles will also be evaluated as well the use of high-speed blenders.
2. The team will integrate the use of high-precision automated injection units and rapid delivery enhanced filler materials to fill deck cracks that will be nondestructive, rapid, cost effective and implementable with minimum disruption to traffic.
3. Concrete crack depths and crack repairs using non-destructive testing methods will be evaluated. Current NDT methods for measuring crack widths include impact echo, ultrasonic pulse velocity, and ultrasonic pulse echo. An effective NDT method will be developed to detect crack depth and evaluate concrete integrity after repair.
4. The bridge deck with existing cracks will be identified, and the extent of these defects will be initially mapped using ultrasonic measurements. Subsequently, the filler material will be poured into the identified defects, and its interaction with the crack walls will be closely monitored at regular intervals to establish the monitoring of repair quality.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Innovative Pothole Repair Materials and Techniques Phase II-4500023/7200
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

TRAVEL:
None

CONTRACTS:
University Contract: Rutgers University (CY 25) - \$0 (CY 26) - \$0

EQUIPMENT:
None

STAFFING:
In-house staff time will be charged to Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Identifying Travel Needs for South Jersey and Shore Customers
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

1. Focus Groups or Interviews with South Jersey/Jersey Shore Employees and Large Employers
2. Design Survey Questions and Survey Preparations
3. Conduct Onboard Bus Rider Survey
4. Data Entry, Cleaning, and Weighting
5. Data Analysis
6. Draft and Final Report

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Conduct focus groups with shore area employees and a separate group with large employers in the shore area to learn about their use of NJ TRANSIT buses and any travel challenges they may experience. Develop a discussion guide or interview guide for each of the focus groups. Anticipated completion in CY 26.
2. Identify the survey questions for the weekday and weekend summer and off-peak (spring or fall) surveys utilizing information learned from the focus groups/interview. Recruit individuals with relevant experience and proficiency in administering surveys. Prior to commencing fieldwork, the surveyors will undergo comprehensive training sessions conducted by the research team. These training sessions will cover survey protocols, techniques for engaging respondents, and data collection standards to ensure consistency and accuracy throughout the survey process. Anticipated completion in CY 24.
3. Conducting an onboard bus rider survey to collect comprehensive data from riders during both summer and off-peak periods on weekdays and weekends. supervise the survey implementation process to maintain data quality and address any potential issues or questions that may arise. Anticipated completion in CY 25.
4. Data entry software or tools will be utilized to ensure the accuracy, integrity, and representativeness of the collected survey data. The entered data will undergo a rigorous cleaning process to identify and rectify any inconsistencies, missing values, or anomalies. In collaboration with NJ TRANSIT, the research team will develop a robust weighting methodology to account for potential biases and ensure the representativeness of the survey data. Anticipated completion in CY 26.
5. To explore relationships, correlations, and patterns within the data the team will utilize statistical techniques, such as descriptive statistics, inferential statistics, cross-tabulations, and regression analysis Anticipated completion in CY 26.
6. Final report along with a section dedicated to formulating actionable recommendations to enhance and encourage transit usage; the recommendations will be evidence-based and will aim to address the identified gaps, improve service quality, enhance customer experience, and promote transit usage in south Jersey and the shore area. Anticipated completion in CY 26.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Identifying Travel Needs for South Jersey and Shore Customers
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

TRAVEL:

None

CONTRACTS:

University Contract: Rowan University (CY 25) \$130,000.00 (CY 26) \$145,000.00

EQUIPMENT:

None

STAFFING:

In-house staff time will be charged to Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Multi Hazard Design of Highway Bridges – 4500023/7197
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state’s residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building, and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT’s technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

1. Review all design codes, standards, and specifications that NJDOT utilizes to design highway bridges. Additionally, conduct a comprehensive review of recent scientific research and practices related to multi-hazard bridge designs.
2. Identify and summarize available information and methodologies to develop the multi-hazard designs of highway bridges phase I report that documents the work completed in Tasks 1 through 3, and plan Phase 2 work based on TAP approval.
3. Identify types of structures and members, and dominant load combinations to be analyzed in this study.
4. Develop and finalize preliminary “NJDOT Multi-Hazard Bridge Design Guidelines” with design examples. Also, collaborate with consultants or practitioners to seek input and recommendations on the resilience design guidelines.
5. Perform a cost-benefit analysis for the selected highway bridge designs based on the design guidelines.
6. Prepare the final report.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Identify and summarize the sections addressing various problems with natural and man-made hazards such as flooding, earthquakes, storm surges, fire, and terrorist threats to highway bridges. Assess whether lessons learned from past events such as Hurricane Katrina or various earthquakes have been implemented into current NJDOT designs. Review near-term scientific research and review state of practice within the United States. Completed.
2. Summarize available framework to develop the multi-hazard design of highway bridges. Identify key factors in the development of multi-hazard bridge design. Collaborate with consultants or practitioners to seek input and recommendations on the methodologies to develop the multi-hazard designs of highway bridges. Anticipated completion in CY 24.
3. The study will specify the types of structure and members, as well as the critical load combinations. Then the framework will be utilized to develop design criteria. Anticipated completion in CY 24.
4. Develop preliminary “NJDOT Multi-Hazard Bridge Design Guidelines” and design examples/case studies. Anticipated completion in CY 25.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Multi Hazard Design of Highway Bridges – 4500023/7197

MANAGER: Pragna Shah

UNIT: Bureau of Research, Innovation & Information Transfer

5. Based on the discussion with NJDOT TAP, the team will perform the incremental agency's cost only at the bridge and component level. The team will consider two scenarios for comparing the cost, including (a) design with current LRFD, and (b) design with proposed MH-LRFD for bridge construction or rehabilitation. Anticipated completion in CY 25.
6. Prepare the final deliverables and submit them to the NJDOT Project TAP for comments and recommendations. Anticipated completion in CY 25.

TRAVEL:

None

CONTRACTS:

University Contract: Rutgers University (CY 25) \$20,531 (CY 26) \$0

EQUIPMENT:

None

STAFFING:

In-house staff time will be charged to Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJDOT Corrosion Study on Steel Structural Members-4500023/7194
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

Given the large portion of steel infrastructure in New Jersey, and the need to maximize the service life of new structures, while extending the life of existing structures, it is critical to understand the rate and nature of steel corrosion in the state. The proposed research will seek to provide that understanding and the tools to estimate the corrosion that may be expected for a given member considering its exposure parameters

1. Develop Experimental Program.
2. Field Data Collection
3. Statistical Analysis and Design Recommendation.

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. The research team will analyze the data gathered during literature review and identify any data and knowledge gaps that may be addressed by collecting additional data. The research team will then work with NJDOT to identify at least 15 structures that meet established criteria and show signs of significant corrosion. For each test specimen, a testing program will be developed that details the type of tests to be performed and the associated protocols for performing them.
2. The research team will perform testing on the bridges identified according to the experimental program. It is anticipated that several of the selected case structures will require the cutting of coupons for lab analysis (e.g., strength testing). In addition, several nondestructive methods of testing will be employed to gather a larger data set. A summary of the field activities and the data collected will be provided as a summary report.
3. The data gathered will be analyzed using statistical methods to determine the influence of exposure and protection parameters on measured corrosion. From these analyses, recommendations will be developed for sacrificial steel design thickness for structures in each of NJ's geographic regions, as well as recommendations for corrosion protection and effective maintenance techniques that are tailored to New Jersey's exposures. In addition, it is anticipated that a model will be developed to be used by bridge designers or managers to more accurately estimate the future rate of corrosion on specific structures.

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: NJDOT Corrosion Study on Steel Structural Members-4500023/7194

MANAGER: Pragna Shah

UNIT: Bureau of Research, Innovation & Information Transfer

TRAVEL:

None

CONTRACTS:

University Contract: Rutgers University (CY 25) - \$0 (CY 26) - \$0

EQUIPMENT:

None

STAFFING:

In-house staff time will be charged to Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: Transit Usage Impacts of NJ Transit-Oriented Developments (TODs) – 4500021 / 7192
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building, and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

This proposed research will seek to better understand the relationships between (a) Transit Oriented Development (TOD) – concentrated real estate development around transit facilities – and the travel behaviors of those who live near those facilities, and (b) TOD characteristics and its appeal to the customers of retail establishments located within TODs. Additionally, the examination of both avenues of study will consider the impacts of the current pandemic and will seek to better understand transit usage and motivations before, during, and after the pandemic. The research will employ a mixed method approach that will utilize both quantitative (survey) and qualitative (interview and focus group) methods to achieve a richer understanding of travel and consumer choices over time. The research will be conducted in four phases, with project management tasks continuing throughout the study:

1. Review of Survey Methodologies
2. Development of Draft Survey Instruments
3. Data Collection – Implementation of Surveys, Interviews and/or Focus Groups
4. Analysis and Synthesis

ANTICIPATED ACCOMPLISHMENTS FOR CALENDAR YEAR 2025:

1. Review of Survey Methodologies (Accomplished in CY 2023)
2. Development of Draft Survey Instruments (Accomplished in CY2023)
3. Data Collection – Implementation of Surveys, Interviews and/or Focus Groups (This task will be completed in CY2024)
4. Analysis and Synthesis (This task will be completed in CY2024)

TRAVEL:

N/A

CONTRACTS:

University Contract: Rutgers University (CY 25) \$0 (CY 26) \$0

EQUIPMENT:

N/A

STAFFING:

In-house staff time will be charged to Project Management of Contracts

STATE PLANNING AND RESEARCH PROGRAM, 2025 – 2026

ACTIVITY: WIM Analysis for New Jersey Bridges for Establishing Various Live Load Models for Design and Bridge Management Tools – 4500023 / 7203
MANAGER: Pragna Shah
UNIT: Bureau of Research, Innovation & Information Transfer

MISSION / OBJECTIVE:

The mission of the NJDOT Bureau of Research (BoR) is to help transportation professionals address complex challenges that affect the safety, mobility and accessibility of the state's residents, workers, visitors, and businesses. To accomplish this mission, BoR staff work directly with university and research professionals to develop innovative, cost-effective solutions that will ultimately enhance the quality and cost effectiveness of the policies, practices, standards, and specifications that are used in planning, building, and maintaining New Jersey's transportation infrastructure. The BoR is also charged with satisfying NJDOT's technology transfer needs as well as fostering a strong culture of innovation through the activities of the New Jersey State Transportation Innovation Council. Lastly, the BoR acts as a liaison to various national transportation entities (TRB, AASHTO, other State DOTs) through participation in national research activities such as project panels, committees, peer exchanges, and surveys.

GOALS/ACTIVITIES:

The goal of the study is to analyze NJ's recorded WIM data for establishing various live load models for the design and evaluation of bridges. In addition, the objective is to calibrate the load factors based on the latest edition of the "Manual of Bridge Evaluation (MBE)" for SHV's to avoid (if possible) load posting of bridges. The main tool to analyze the live load effect on bridges is utilizing reliable WIM data.

1. Identifying various permit truck configurations (9 months).
2. Validating NJDOT LRFD permit load model (7months).
3. Identifying the risk of load-induced fatigue cracking (10 months)
4. Identifying the risk of distortion-induced fatigue cracking (10 months)
5. Validating the load factor for operating rating for SHV's (3 months)
6. Preparing Final Report and Technical brief and other deliverables

ANTICIPATED ACCOMPLISHMENT FOR CALENDAR YEAR 2025:

1. Identifying various permit truck configurations
2. Validating NJDOT LRFD permit load model
3. Identifying the risk of load-induced fatigue cracking
4. Identifying the risk of distortion-induced fatigue cracking
5. Validating the load factor for operating rating for SHV's
6. Draft and Final Report and Technical brief.

TRAVEL:

N/A

CONTRACTS:

Rutgers University, (CAIT)- WIM Analysis for NJ Bridges for Establishing various live Load Model Design (CY 25) \$ 250,000 (CY 26) \$250,000

EQUIPMENT:

N/A

STAFFING:

In – house staff time will be charged to Management of Contracted Research Initiatives (7021)



Appendix D. DRBA Planning Activities

Reserved for the DRBA Planning Activities. To be inserted when it becomes available.

Delaware River and Bay Authority



2025 Capital Improvement Program and Five Year (2025-2029) Strategic Plan

December 2024

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Introduction

The Delaware River and Bay Authority (DRBA) is an agency created by a Congressionally sanctioned interstate compact between the States of New Jersey and Delaware and enacted pursuant to 53 Laws of Delaware, Chapter 145 (17 Del. C.S. 1701) and P.L. 1961, C.66 (C.32:11E-1 et. seq. of the Pamphlet Laws of New Jersey). The Mission of the DRBA is connecting people and places in the heart of the North East Corridor.

The DRBA has an extensive network of structures and facilities designed to provide the public with safe and efficient means of transportation as well as providing economic development and opportunities in the region. This transportation network includes the Delaware Memorial Bridge (DMB), the Cape May-Lewes Ferry (CMLF), and the Forts Ferry (FF). The Authority also operates and maintains through the auspices of long-term leases with a municipality, county or the state, five (5) Airport facilities in Delaware and New Jersey. These facilities include New Castle Airport, Delaware Airpark and Civil Air Terminal in Delaware and Millville and Cape May Airports in New Jersey.

The DRBA has developed five goals in support of its mission against which Capital projects are evaluated. These goals include:

- Asset Preservation – The responsible stewardship of critical regional infrastructure through the preservation of the asset. Preservation of the asset is necessary to retain its existing value and maximize its useful life.
- Efficiency and Sustainability - Increase operating efficiencies through the construction of sustainable infrastructure utilizing best available technologies and management practices.
- Safety - Maintain or enhance safe and reliable infrastructure for our customers.
- Security - Enhance the security of critical regional infrastructure in coordination with regional security agencies.
- Economic Development - Support revenue producing growth through controlled investment in economic development opportunities.

Capital improvement projects generally occur in phases over multiple years. This Strategic Plan serves as a planning tool for directing resources to address the goals over the next five years to consistently maintain and enhance the Authority's facilities and address the increasing demands associated with an aging infrastructure. Implementation of this Strategic Plan will assure the public continues to enjoy quality transportation services in a safe and efficient manner as well as intelligently maintain and enhance facilities as necessary.

Included in the following pages are the identified multi-year capital improvement projects organized by asset class (DMB, CMLF, FF and each of the five Airports). Within each asset class, individual projects are further organized into the following classifications:

- Continuing Projects – Projects which were previously authorized in the Capital Improvement Program, which are scheduled to continue in 2025.
- Annual – Projects which require yearly authorization to continue.
- New Projects – Projects which have not been authorized in a prior Capital Improvement Program and are seeking authorization in 2025.
- Out Year Projects – Projects which will be seeking authorization in a future Capital Improvement program.

Airport projects which are contributed to by the Federal Aviation Administration are subject to grant approval and funding allocation.

This information, provided in tabular format, identifies the financial resources for each project. Descriptions for each project follow the tables and are keyed to the table by the project's rank number (projects are ranked in order of priority by the Authority, with a total of 110 projects). The Capital Improvement Program budget for 2025 is shown as the highlighted column within the table.

2025 Capital Improvement Program - \$178,473,000 Authority and External Funds

Capital Asset	2025		
<u>CONTINUING PROJECTS</u>	<u>DRBA</u>	<u>External</u>	<u>Total</u>
Delaware Memorial Bridge	\$ 55,492,000	\$ -	\$ 55,492,000
Cape May-Lewes Ferry	\$ 15,267,000	\$ 21,554,000	\$ 36,821,000
Forts Ferry	\$ -	\$ -	\$ -
Wilmington Airport	\$ 9,224,000	\$ 11,207,000	\$ 20,431,000
Millville Airport	\$ 295,000	\$ 3,790,000	\$ 4,085,000
Cape May Airport	\$ 1,191,000	\$ 5,760,000	\$ 6,951,000
Delaware Air Park	\$ 1,275,000	\$ 2,907,000	\$ 4,182,000
Civil Air Terminal	\$ -	\$ -	\$ -
Subtotal	<u>\$ 82,744,000</u>	<u>\$ 45,218,000</u>	<u>\$ 127,962,000</u>
<u>ANNUAL PROJECTS</u>			
Delaware Memorial Bridge	\$ 19,687,000	\$ -	\$ 19,687,000
Cape May-Lewes Ferry	\$ 14,255,000	\$ -	\$ 14,255,000
Forts Ferry	\$ 30,000	\$ -	\$ 30,000
Wilmington Airport	\$ 2,168,000	\$ 800,000	\$ 2,968,000
Millville Airport	\$ 535,000	\$ -	\$ 535,000
Cape May Airport	\$ 180,000	\$ -	\$ 180,000
Delaware Air Park	\$ 185,000	\$ -	\$ 185,000
Civil Air Terminal	\$ 20,000	\$ -	\$ 20,000
Subtotal	<u>\$ 37,060,000</u>	<u>\$ 800,000</u>	<u>\$ 37,860,000</u>
<u>NEW PROJECTS</u>			
Delaware Memorial Bridge	\$ 6,250,000	\$ -	\$ 6,250,000
Cape May-Lewes Ferry	\$ 4,420,000	\$ -	\$ 4,420,000
Forts Ferry	\$ -	\$ -	\$ -
Wilmington Airport	\$ 1,158,000	\$ 682,000	\$ 1,840,000
Millville Airport	\$ 59,000	\$ 82,000	\$ 141,000
Cape May Airport	\$ -	\$ -	\$ -
Delaware Air Park	\$ -	\$ -	\$ -
Civil Air Terminal	\$ -	\$ -	\$ -
Subtotal	<u>\$ 11,887,000</u>	<u>\$ 764,000</u>	<u>\$ 12,651,000</u>
Grand Total All Projects	<u>\$ 131,691,000</u>	<u>\$ 46,782,000</u>	<u>\$ 178,473,000</u>

Authority-Wide Five Year (2025-2029) Strategic CIP Summary Authority Funds Only

Capital Asset	2025	2026	2027	2028	2029
<u>CONTINUING PROJECTS</u>					
Delaware Memorial Bridge	\$ 55,492,000	\$ 27,147,000	\$ 8,050,000	\$ 6,550,000	\$ 5,450,000
Cape May-Lewes Ferry	\$ 15,267,000	\$ 42,306,000	\$ 26,818,000	\$ 6,010,000	\$ 21,120,000
Forts Ferry	\$ -	\$ -	\$ -	\$ -	\$ -
Wilmington Airport	\$ 9,224,000	\$ 3,750,000	\$ 1,575,000	\$ 1,400,000	\$ 1,000,000
Millville Airport	\$ 295,000	\$ 264,000	\$ 29,000	\$ 320,000	\$ -
Cape May Airport	\$ 1,191,000	\$ (253,000)	\$ 64,000	\$ -	\$ 200,000
Delaware Air Park	\$ 1,275,000	\$ 3,000	\$ 39,000	\$ 17,000	\$ 168,000
Civil Air Terminal	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 82,744,000	\$ 73,217,000	\$ 36,575,000	\$ 14,297,000	\$ 27,938,000
<u>ANNUAL PROJECTS</u>					
Delaware Memorial Bridge	\$ 19,687,000	\$ 21,884,000	\$ 14,521,000	\$ 8,840,000	\$ 8,224,000
Cape May-Lewes Ferry	\$ 14,255,000	\$ 21,005,000	\$ 8,383,000	\$ 8,820,000	\$ 4,855,000
Forts Ferry	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Wilmington Airport	\$ 2,168,000	\$ 1,220,000	\$ 1,685,000	\$ 1,100,000	\$ 925,000
Millville Airport	\$ 535,000	\$ 65,000	\$ 585,000	\$ 125,000	\$ 125,000
Cape May Airport	\$ 180,000	\$ 40,000	\$ 300,000	\$ 125,000	\$ 125,000
Delaware Air Park	\$ 185,000	\$ 95,000	\$ 520,000	\$ 60,000	\$ 70,000
Civil Air Terminal	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 37,060,000	\$ 44,329,000	\$ 26,014,000	\$ 19,090,000	\$ 14,344,000
<u>NEW PROJECTS</u>					
Delaware Memorial Bridge	\$ 6,250,000	\$ 2,211,000	\$ 19,709,000	\$ 18,380,000	-
Cape May-Lewes Ferry	\$ 4,420,000	\$ 2,300,000	\$ 800,000	\$ -	-
Forts Ferry	-	-	-	-	-
Wilmington Airport	\$ 1,158,000	\$ 2,260,000	\$ 5,897,000	-	-
Millville Airport	\$ 59,000	\$ 350,000	\$ 300,000	-	-
Cape May Airport	-	-	-	-	-
Delaware Air Park	-	-	-	-	-
Civil Air Terminal	-	-	-	-	-
Subtotal	\$ 11,887,000	\$ 7,121,000	\$ 26,706,000	\$ 18,380,000	\$ -
<u>OUT-YEAR PROJECTS</u>					
Delaware Memorial Bridge	-	\$ 1,910,000	\$ 4,015,000	\$ 15,335,000	\$ 2,200,000
Cape May-Lewes Ferry	-	\$ 268,000	\$ 3,631,000	\$ 1,250,000	-
Forts Ferry	-	-	-	-	-
Wilmington Airport	-	-	\$ 39,000	\$ 60,000	\$ 318,000
Millville Airport	-	\$ 28,000	\$ 33,000	\$ 45,000	-
Cape May Airport	-	-	\$ 28,000	\$ 28,000	\$ 19,000
Delaware Air Park	-	-	\$ 671,000	\$ 2,124,000	-
Civil Air Terminal	-	\$ 1,255,000	\$ 100,000	-	-
Subtotal	\$ -	\$ 3,461,000	\$ 8,517,000	\$ 18,842,000	\$ 2,537,000
Grand Total All Projects	\$ 131,691,000	\$ 128,128,000	\$ 97,812,000	\$ 70,609,000	\$ 44,819,000

Delaware Memorial Bridge - Continuing Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Continuing Projects												
1	Ship Collision Protection	\$ 29,973,000	\$19,140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Bridge Management System	\$ 340,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
7	Bridge Worker Fall Protection	\$ 132,000	\$ 3,560,000	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -
9	Deck Repairs	\$ 820,000	\$ 700,000	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -
10	Deck UHPC Overlay Program	\$ 450,000	\$ 6,000,000	\$ -	\$ 3,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	DMB Power Cable Replacement	\$ 950,000	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -
12	Fall Prevention Fencing and Wind Protection	\$ 764,000	\$ 7,096,000	\$ -	\$13,147,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Improvements to and rehab of tower bearings	\$ 100,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Improvements to the main cable dehumidification system	\$ 391,000	\$ 109,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Miscellaneous Roadway Improvements	\$ 3,378,000	\$ 2,760,000	\$ -	\$ 2,500,000	\$ -	\$ 3,000,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
17	Paint Shop - Replace Booth	\$ 40,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Pin and Link Rehab at Anchorage	\$ 200,000	\$ 3,000,000	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Route 9 Bridge Repairs	\$ 700,000	\$ 7,500,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	War Memorial Refurbishment	\$ 3,050,000	\$ 3,437,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	Anchorage Exterior LED Lighting Upgrades	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -
Grand Total		\$ 41,288,000	\$55,492,000	\$ -	\$27,147,000	\$ -	\$ 8,050,000	\$ -	\$ 6,550,000	\$ -	\$ 5,450,000	\$ -

1 **Ship Collision Protection - Safety**

The existing tower fender system on the twin spans provides insufficient protection for current vessel traffic. This project provides a protection system meeting current standards and consists of eight 80 foot diameter dolphin structures, two at the approach of each tower pier. This project has an estimated DRBA cost of \$19,140,000 in 2025. This effort has no anticipated annual operating cost impact.

5 **Bridge Management System - Asset Preservation**

The 1st and 2nd Structures are aging and require significant monitoring and maintenance to ensure they continue to serve as an essential asset to the traveling public. The implementation of a bridge management system is recommended to track the condition of critical structural elements and facilitate prioritization and documentation of corrective measures. This project has an estimated DRBA cost of \$100,000 in 2025 and \$300,000 in the out years. This effort has an anticipated annual operating cost of \$50,000.

7 **Bridge Worker Fall Protection - Safety**

The catwalks under the bridges are original to the Delaware Memorial Bridges and are not up to current safety standards. The project programs the installation of lifelines throughout the catwalk system for proper fall protection. This project has an estimated DRBA cost of \$3,560,000 in 2025 and \$7,500,000 in the out years. This effort has no anticipated annual operating cost impact.

Delaware Memorial Bridge - Continuing Projects

9 **Deck Repairs - Safety**

Both structures exhibit annual deck cracking and delamination as well as potholes due to age and heavy truck volumes. The project includes large lane-width concrete repairs to the bridge deck to maintain an appropriate level of service. This project has an estimated DRBA cost of \$700,000 in 2025 and \$3,000,000 in the out years. This effort has no anticipated annual operating cost impact.

10 **Deck UHPC Overlay Program - Asset Preservation**

The deck of the 1st Structure, I-295N, has reached the end of its serviceable life. As a result of extensive evaluation a deck repair project has been recommended. The project includes removal of the top 2" of the existing deck slabs and replacement with an Ultra High Performance Concrete (UHPC) overlay plus joint replacement work. This project has an estimated DRBA cost of \$6,000,000 in 2025 and \$3,650,000 in the out years. This effort has no anticipated annual operating cost impact.

11 **DMB Power Cable Replacement - Efficiency and Sustainability**

The medium voltage cable system is a continuous loop between structures 1 and 2. The line carries 12.6kv and provides power to all of our electrical equipment and systems on the DMB. The line is approximately 25 years old and approaching the end of its service life due to vibration on the DMB, age and exposure to UV and other environmental impacts. This is the first phase of what will likely be multiple phases based on results of resilience testing. This first phase replaces the cable between Anchorage 1D and Pier 1E-5. This project has an estimated DRBA cost of \$600,000 in 2025 and \$2,400,000 in the out years. This effort has no anticipated annual operating cost impact.

12 **Fall Prevention Fencing and Wind Protection - Safety**

The project aims to install anti-climb mesh fencing along both spans of the Delaware Memorial Bridges and also provided mitigation measures to protect the bridge against extremely high winds. This project has an estimated DRBA cost of \$7,096,000 in 2025 and \$13,147,000 in the out years. This effort has no anticipated annual operating cost impact.

14 **Improvements to and rehab of tower bearings - Efficiency and Sustainability**

The bearings at the DMB towers are showing signs of advanced wear, beyond what is anticipated. This project programs improved protection measures for tower bearings and rehabilitation of bearings showing excess wear of sliding material. This project has an estimated DRBA cost of \$600,000 in 2025. This effort has no anticipated annual operating cost impact.

15 **Improvements to the main cable dehumidification system - Asset Preservation**

This project programs upgrades to the dehumidification system to improve its reliability and performance. This project has an estimated DRBA cost of \$109,000 in 2025. This effort has no anticipated annual operating cost impact.

16 **Miscellaneous Roadway Improvements - Asset Preservation**

Drainage pipe and swale repairs where failing, slope stabilization, curb and sidewalk repair, and replacement of one high mast lighting foundation. The project will address these miscellaneous infrastructure needs by repairing damaged or non functioning infrastructure. This project has an estimated DRBA cost of \$2,760,000 in 2025 and \$8,500,000 in the out years. This effort has no anticipated annual operating cost impact.

Delaware Memorial Bridge - Continuing Projects

- 17 **Paint Shop - Replace Booth - Safety**
The existing paint shop booth has reached the end of its service life. This project includes upgrading the paint booth to meet air quality management regulations as well as improve safety conditions for employees. This project has an estimated DRBA cost of \$800,000 in 2025. This effort has no anticipated annual operating cost impact.
- 18 **Pin and Link Rehab at Anchorage - Efficiency and Sustainability**
The anchorage pin and link assemblies are showing signs of accelerated deterioration. This project aims to replace these aging assemblies with state of the art end supporting mechanisms. This project has an estimated DRBA cost of \$3,000,000 in 2025 and \$2,500,000 in the out years. This effort has no anticipated annual operating cost impact.
- 19 **Route 9 Bridge Repairs - Asset Preservation**
The Route 9 bridge deck is showing signs of deterioration near the joints. The project programs the removal and replacement of existing bridge joints along with the repair of the associated portions of the bridge deck. This project has an estimated DRBA cost of \$7,500,000 in 2025 and \$4,000,000 in the out years. This effort has no anticipated annual operating cost impact.
- 21 **War Memorial Refurbishment - Asset Preservation**
The War Memorial is aging and showing signs of deterioration. The project programs the design and restoration of the existing War Memorial. This project has an estimated DRBA cost of \$3,437,000 in 2025. This effort has no anticipated annual operating cost impact.
- 22 **Anchorage Exterior LED Lighting Upgrades - Efficiency and Sustainability**
This is project programs to replace existing high pressure sodium lights at the bridge anchorages with new, modern, longer lasting, and more efficient LED fixtures. This project has an estimated DRBA cost of \$90,000 in 2025 and \$2,200,000 in the out years. This effort has no anticipated annual operating cost impact.

Delaware Memorial Bridge - Annual Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
2	Annual Bridge Steelwork Repairs	\$ 6,500,000	\$ -	\$ 12,000,000	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
4	Annual Maintenance Bridge Span Painting	\$ 7,651,000	\$ -	\$ 6,975,000	\$ -	\$ 6,975,000	\$ -	\$ 6,975,000	\$ -	\$ 7,369,000	\$ -
32A	Annual Minor Capital Maintenance (DMB)	\$ 680,000	\$ -	\$ 275,000	\$ -	\$ 240,000	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
33A	Annual Minor Capital Equipment (DMB)	\$ 435,000	\$ -	\$ 200,000	\$ -	\$ 455,000	\$ -	\$ 285,000	\$ -	\$ 285,000	\$ -
35A	Annual Automation/Telecom Upgrades (DMB)	\$ 4,421,000	\$ -	\$ 2,434,000	\$ -	\$ 1,851,000	\$ -	\$ 1,505,000	\$ -	\$ 495,000	\$ -
	Grand Total	\$ 19,687,000	\$ -	\$ 21,884,000	\$ -	\$ 14,521,000	\$ -	\$ 8,840,000	\$ -	\$ 8,224,000	\$ -

2 Annual Bridge Steelwork Repairs - Asset Preservation

This project programs miscellaneous steelwork repairs found to be necessary as a result of comprehensive annual inspections. These repairs are necessary to preserve the bridge's steelwork while maintaining safety and operational service levels. Work typically includes replacement of worn bearing assemblies, access platforms, maintenance of steel connections, installing new safety features, and other items. This project has an estimated DRBA cost of \$6,500,000 in 2025 and \$17,000,000 in the out years. This effort has no anticipated annual operating cost impact.

4 Annual Maintenance Bridge Span Painting - Asset Preservation

The annual bridge inspection report recommends repairs to the coating system of the Delaware Memorial Bridge to protect the structural steel on specific spans. The project programs funds to have deficient areas cleaned to bare metal and recoat with a 3- layer protective overcoat system. This project has an estimated DRBA cost of \$7,651,000 in 2025 and \$28,294,000 in the out years. This effort has no anticipated annual operating cost impact.

32A Annual Minor Capital Maintenance (DMB) - Asset Preservation

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: interior renovations, building upgrades, electrical/lighting improvements, installation of oil/water separators, fencing, guiderail replacement, signage replacement, HVAC upgrades, chiller upgrades, emergency generator improvements, miscellaneous office space improvements, miscellaneous toll booth improvements, as well as utility and general infrastructure improvements. This project has an estimated DRBA cost of \$680,000 in 2025 and \$665,000 in the out years. This effort has no anticipated annual operating cost impact.

Delaware Memorial Bridge - Annual Projects

33A **Annual Minor Capital Equipment (DMB) - Efficiency and Sustainability**

This project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$435,000 in 2025 and \$1,225,000 in the out years. This effort has no anticipated annual operating cost impact.

35A **Annual Automation/Telecom Upgrades (DMB) - Efficiency and Sustainability**

Automation upgrades and equipment enhancements are needed to maintain sustainable and efficient facilities. This yearly project includes but is not limited to: automation master planning, computer hardware replacement purchases, local and wide area network upgrades, software and hardware upgrades, file back-up system maintenance and upgrades, video teleconference system upgrades, document management storage systems, server replacements, business continuity hardware/software, network replacement/upgrades, storage area network upgrades, and various hardware/software installations or upgrades as necessary. This project has an estimated DRBA cost of \$4,421,000 in 2025 and \$6,285,000 in the out years. This effort has no anticipated annual operating cost impact.

Delaware Memorial Bridge - New Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	External Funding										
		2025	2025	2026	2026	2027	2027	2028	2028	2029	2029	
	New Projects											
3	Bridge Structural Resilience Program	\$ 2,000,000	\$ -	\$ 1,461,000	\$ 5,700,000	\$ 9,709,000	\$ 38,850,000	\$ 8,380,000	\$ 33,650,000	\$ -	\$ -	\$ -
8	Cashless Tolling	\$ 250,000	\$ -	\$ 750,000	\$ -	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
75A	Bidding Contingency	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ 6,250,000	\$ -	\$ 2,211,000	\$ 5,700,000	\$ 19,709,000	\$ 38,850,000	\$ 18,380,000	\$ 33,650,000	\$ -	\$ -	\$ -

3 **Bridge Structural Resilience Program - Asset Preservation**

As a result of comprehensive annual inspections, steel work repairs are targeted. The DMB Structural Resilience Project involves work on major steel repairs, rehabilitation and safety upgrades across both DMB bridges. This project has an estimated DRBA cost of \$2,000,000 in 2025 and \$19,550,000 in the out years. Partial funding in the amount of approximately \$78.2 million has been applied for from the the US Department of Transportation. This effort has no anticipated annual operating cost impact.

8 **Cashless Tolling - Safety**

To streamline the toll collection process and increase the free flow movement of traffic, cashless tolling options are being considered . This project programs the study, design, and implementation of a cashless tolling system for the Delaware Memorial Bridge. This project has an estimated DRBA cost of \$250,000 in 2025 and \$20,750,000 in the out years. This effort has no anticipated annual operating cost impact.

75A **Bidding Contingency - Efficiency and Sustainability**

This is a line developed for bidding contingency for projects at the Delaware Memorial Bridge. This project has an estimated DRBA cost of \$4,000,000 in 2025.

Delaware Memorial Bridge - Out Year Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Out Year Projects										
6	Bridge Monitoring System	\$ -	\$ -	\$ -	\$ -	\$ 2,225,000	\$ -	\$ 4,135,000	\$ -	\$ 2,200,000	\$ -
13	I295 NB/Bridge 1 Widening	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 11,200,000	\$ -	\$ -	\$ -
20	Tower LED Lighting Upgrades	\$ -	\$ -	\$ 1,610,000	\$ -	\$ 1,490,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ -	\$ -	\$ 1,910,000	\$ -	\$ 4,015,000	\$ -	\$ 15,335,000	\$ -	\$ 2,200,000	\$ -

6 **Bridge Monitoring System - Safety**

The 1st and 2nd Structures are aging and require significant monitoring and maintenance to ensure they continue to serve as an essential asset to the traveling public. The implementation of a bridge monitoring system is recommended to observe critical structural elements and monitor their conditions. This project has an estimated DRBA cost of \$8,560,000 in the out years. This effort has no anticipated annual operating cost impact.

13 **I295 NB/Bridge 1 Widening - Asset Preservation**

The current bridge has narrow shoulders that hinders safe maintenance routines and adequate lanes for rehabilitation of the bridge, so with the DeIDOT widening project, it is the best time to review the function and make necessary changes for the best function and support of NB 295. This project will assess the function of NB 295 with the upcoming DeIDOT project that is widening NB 295 to three lanes from Rt. 141 to Bridge 1 over Route 13, and then design and construction of those changes. This project has an estimated DRBA cost of \$11,500,000 in the out years. This effort has an anticipated annual maintenance and monitoring cost of \$130,000.

20 **Tower LED Lighting Upgrades - Efficiency and Sustainability**

This is project programs to replace existing high pressure sodium lights at the bridge towers with new, modern, longer lasting, and more efficient LED fixtures. This project has an estimated DRBA cost of \$3,100,000 in the out years. This effort has no anticipated annual operating cost impact.

Cape May Lewes Ferry - Continuing Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Continuing Projects												
24	Lewes Terminal: Utility Corridor	\$ 2,450,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Cape May Terminal Utility Corridor	\$ 100,000	\$ 668,000	\$ 1,746,000	\$ 2,064,000	\$ 3,254,000	\$ 5,318,000	\$ -	\$ -	\$ -	\$ -	\$ -
26	CM Terminal HVAC Improvements	\$ 100,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	CM Administration Building HVAC Improvements	\$ 300,000	\$ 1,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57	Roof and Building Envelope Rehabilitation (CMLF)	\$ 290,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Cape May Admin Building Entrance Roof Replacement	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37	Cape May Approach Roads Rehabilitation	\$ 33,000	\$ 450,000	\$ 1,438,000	\$ 5,554,000	\$ 1,998,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
38	Cape May Davit Crane and Shore Power Improvements	\$ 450,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39	Cape May Elevator Rehabilitation	\$ 50,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40	CM Maintenance Shop Improvements	\$ 310,000	\$ 622,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
42	Fender Replacements	\$ 787,000	\$ 57,000	\$ -	\$ -	\$ -	\$ 960,000	\$ -	\$ -	\$ -	\$ -	\$ -
44	Lewes Gender Neutral/Family Bathroom	\$ 50,000	\$ 275,000	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
45	Lewes Generator Rehab	\$ 80,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Lewes Patio	\$ 100,000	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	Maintenance Dredging (CM)	\$ 351,000	\$ 240,000	\$ -	\$ 2,418,000	\$ -	\$ 60,000	\$ -	\$ 550,000	\$ -	\$ -	\$ -
50	New Vessel (Design and Construction)	\$ 2,000,000	\$ 5,460,000	\$ 17,830,000	\$ 32,270,000	\$ 2,170,000	\$ 19,780,000	\$ -	\$ 5,460,000	\$ 17,830,000	\$ 21,120,000	\$ 2,170,000
51	New Vessel Electrification Infrastructure	\$ -	\$ -	\$ 540,000	\$ -	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
52	Pedestrian Walkway Fascia Replacement (CM)	\$ 435,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total		\$ 7,886,000	\$ 15,267,000	\$ 21,554,000	\$ 42,306,000	\$ 17,422,000	\$ 26,818,000	\$ 10,000,000	\$ 6,010,000	\$ 17,830,000	\$ 21,120,000	\$ 2,170,000

24 **Lewes Terminal: Utility Corridor - Safety**

This is the first phase of implementing the Lewes Master Plan and it addresses the aging utility infrastructure. The project proposes the design and installation of a new centralized utility corridor which will allow for easier access and maintenance. This project has an estimated DRBA cost of \$150,000 in 2025. This effort has no anticipated annual operating cost impact.

25 **Cape May Terminal Utility Corridor - Efficiency and Sustainability**

This is the first phase of implementing the Cape May Master Plan and it addresses the aging utility infrastructure. The project proposes the design and installation of a new centralized utility corridor which will allow for easier access and maintenance. This project has an estimated DRBA cost of \$668,000 in 2025 and \$7,382,000 in the out years. The project is partially funded in the amount of approximately \$5,000,000 by the New Jersey Department of Transportation. This effort has no anticipated annual operating cost impact.

26 **CM Terminal HVAC Improvements - Efficiency and Sustainability**

Recent modifications and renovations to the Terminal space have resulted in the need to evaluate the overall HVAC system for proper functionality. This project programs the evaluation, design, and construction for improvements to the Terminal HVAC system. This project has an estimated DRBA cost of \$1,600,000 in 2025. This effort has no anticipated annual operating cost impact.

27 **CM Administration Building HVAC Improvements - Safety**

The Administration building HVAC system is at the end of its life cycle. This project programs the evaluation, recommendations, and design to rehabilitate the HVAC system. This project has an estimated DRBA cost of \$1,750,000 in 2025. This effort has no anticipated annual operating cost impact.

Cape May Lewes Ferry - Continuing Projects

- 57 **Roof and Building Envelope Rehabilitation (CMLF) - Asset Preservation**
The Authority has implemented a healthy roof management program having over 150 roof systems throughout its facilities. Each year, annual inspections and capital investments are strategically placed to provide a 30-year solution to establish a consistent and manageable replacement plan in the future. This project has an estimated DRBA cost of \$700,000 in 2025. This effort has no anticipated annual operating cost impact.
- 36 **Cape May Admin Building Entrance Roof Replacement - Efficiency and Sustainability**
The existing entrance roof to the Administration building is glass and does not allow for proper cooling of the area. This project programs the design and construction of replacement roof. This project has an estimated DRBA cost of \$375,000 in 2025. This effort has no anticipated annual operating cost impact.
- 37 **Cape May Approach Roads Rehabilitation - Asset Preservation**
Pavements at the toll approach are deteriorating and improvements are necessary to maintain expected levels of service at the Cape May Terminal. The project proposes the design and construction for roadway reconfigurations at the terminal entrance, improvements to the approach roads, and the replacement of Cape May highway signage. This project has an estimated DRBA cost of \$450,000 in 2025 and \$5,554,000 in the out years. The project is partially funded in the amount of approximately \$3,436,000 by the New Jersey Department of Transportation. This effort has no anticipated annual operating cost impact.
- 38 **Cape May Davit Crane and Shore Power Improvements - Efficiency and Sustainability**
The davit cranes servicing slips 1 and 2 for the Ferry are at the end of their life cycle. This project programs the rehabilitation of the davit cranes and replacement of the power feeds and controls for the shore power. This project has an estimated DRBA cost of \$1,100,000 in 2025. This effort has no anticipated annual operating cost impact.
- 39 **Cape May Elevator Rehabilitation - Efficiency and Sustainability**
The current ferry facilities do not have modern indicators for toll lane status or advertisement boards. The project involves the supply and installation of both toll lane indicators and variable message signs for advertisement of terminal facilities. This project has an estimated DRBA cost of \$700,000 in 2025. This effort has no anticipated annual operating cost impact.
- 40 **CM Maintenance Shop Improvements - Asset Preservation**
The vessel maintenance shop is showing signs of aging and the space is in need of an update. This project upgrades include a installation of a new office, new work benches, new flooring, a tools storage cage, and installation of new fans, among other things. This project has an estimated DRBA cost of \$622,000 in 2025. This effort has no anticipated annual operating cost impact.
- 42 **Fender Replacements - Asset Preservation**
High strength fiberglass fender panels were installed during the late 1990s at both terminals to resist vessel impact along the bulkhead. These panels have reached the end of their service life and are being replaced with steel panels similar in shape and size. This project has an estimated DRBA cost of \$57,000 in 2025 and \$960,000 in the out years. This effort has no anticipated annual operating cost impact.
- 44 **Lewes Gender Neutral/Family Bathroom - Efficiency and Sustainability**
The Lewes Terminal needs a family-friendly bathroom. This project plans the design and construction of a new bathroom in the Terminal. This project has an estimated DRBA cost of \$275,000 in 2025 and \$700,000 in the out years. This effort has no anticipated annual operating cost impact.

Cape May Lewes Ferry - Continuing Projects

45 **Lewes Generator Rehab - Safety**

This project seeks to analyze one of the existing generators in Lewes that provides emergency power to buildings L2-L8 (including the car ramps that load vehicles onto the vessels). The unit is over 20 years in service life but has low operating hours. This project seeks to update the unit with modern controls and rehabilitate as necessary based on testing and inspection. This project has an estimated DRBA cost of \$300,000 in 2025. This effort has no anticipated annual operating cost impact.

46 **Lewes Patio - Safety**

The Lewes Boardwalk wood is becoming harder and more expensive to source. This project plans to replace a portion of the Lewes board with a concrete paver patio. This project has an estimated DRBA cost of \$770,000 in 2025. This effort has no anticipated annual operating cost impact.

48 **Maintenance Dredging (CM) - Safety**

Cape May requires annual dredging as areas are prone to siltation. The project programs hydrographic surveys for planning and scheduling of annual maintenance dredging at the ferry terminals. This project has an estimated DRBA cost of \$240,000 in 2025 and \$3,028,000 in the out years. This effort has no anticipated annual operating cost impact.

50 **New Vessel (Design and Construction) - Efficiency and Sustainability**

This project includes the design and project management/construction support portion of the overall project to replace vessels in the ferry fleet. Design will include all stages of design for the new vessels from concept to final design. Project management/construction support will cover all emergent needs during contract bidding, construction, and post-construction. This project has an estimated DRBA cost of \$5,460,000 in 2025 and \$78,630,000 in the out years. The project is partially funded in the amount of approximately \$40,000,000 by the US Maritime Administration. This effort has no anticipated annual operating cost impact.

51 **New Vessel Electrification Infrastructure - Efficiency and Sustainability**

There is a need to upgrade electrical distribution systems coming to the Terminal Site to provide sufficient power for future ferry vessel electrification. This project programs the study of potential improvement of the electrical infrastructure needed to meet the future demand. The project is proposed to be funded in the amount of approximately \$20,540,000 by the US Department of Transportation, of which \$20,000,000 has not yet been secured. This effort has no anticipated annual operating cost impact.

52 **Pedestrian Walkway Fascia Replacement (CM) - Asset Preservation**

Fascia material which protects the supporting structural steel columns and walkway is showing signs of failure. A repair solution will be developed and implemented to protect the structure from the elements found in this marine environment. This project has an estimated DRBA cost of \$50,000 in 2025. This effort has no anticipated annual operating cost impact.

Cape May - Lewes Ferry - Annual Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
23	Annual Vessel Maintenance & Dry Docking	\$10,700,000	\$ -	\$ 19,130,000	\$ -	\$ 6,548,000	\$ -	\$ 7,500,000	\$ -	\$ 4,000,000	\$ -
32B	Annual Minor Capital Maintenance (CMLF)	\$ 2,056,000	\$ -	\$ 400,000	\$ -	\$ 905,000	\$ -	\$ 555,000	\$ -	\$ 455,000	\$ -
33B	Annual Minor Capital Equipment (CMLF)	\$ 350,000	\$ -	\$ 390,000	\$ -	\$ 330,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
35B	Annual Automation/Telecom Upgrades (CMLF)	\$ 1,149,000	\$ -	\$ 1,085,000	\$ -	\$ 600,000	\$ -	\$ 515,000	\$ -	\$ 150,000	\$ -
	Grand Total	\$14,255,000	\$ -	\$21,005,000	\$ -	\$ 8,383,000	\$ -	\$ 8,820,000	\$ -	\$ 4,855,000	\$ -

23 **Annual Vessel Maintenance & Dry Docking - Efficiency and Sustainability**

The project programs annual capital expenditures for the three (3) vessels, particularly in areas that preserve these assets and improve passenger safety and operational reliability. Planned projects include but are not limited to: vessel shipyard dry-dockings, purchase of life saving equipment, seating replacements, systems efficiency upgrades, generator overhauls, and miscellaneous improvements. This project has an estimated DRBA cost of \$10,700,000 in 2025 and \$37,178,000 in the out years. This effort has no anticipated annual operating cost impact.

32B **Annual Minor Capital Maintenance (CMLF) - Asset Preservation**

This project programs annual land-side activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: HVAC improvements, roofing, terminal improvements, electrical improvements, security enhancements, building and workshop improvements, fencing and signage improvements, and carpet replacement. This project has an estimated DRBA cost of \$2,056,000 in 2025 and \$2,315,000 in the out years.

33B **Annual Minor Capital Equipment (CMLF) - Efficiency and Sustainability**

The project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$350,000 in 2025 and \$1,220,000 in the out years.

35B **Annual Automation/Telecom Upgrades (CMLF) - Efficiency and Sustainability**

Automation upgrades with equipment enhancements are required for maintaining sustainable and efficient facilities. The project includes but is not limited to: automation master planning, computer hardware replacement purchases, network upgrades, software and hardware upgrades, uninterruptible power supply improvements, camera installations, fire detection systems upgrades, and other miscellaneous upgrades or installations. This project has an estimated DRBA cost of \$1,149,000 in 2025 and \$2,350,000 in the out years.

Cape May - Lewes Ferry - New Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	New Projects										
41	Davit Refirbishment Phase II CM & LW	\$ 75,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54	Slip Modification for New Vessel	\$ 130,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75B	Ferry Bidding Contingency	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ 4,205,000	\$ -	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

41 Davit Refirbishment Phase II CM & LW - Efficiency and Sustainability

The davit cranes servicing slips for the Ferry are at the end of their life cycle. This project programs the rehabilitation of the davit cranes. This project has an estimated DRBA cost of \$75,000 in 2025 and \$500,000 in the out years. This effort has no anticipated annual operating cost impact.

54 Slip Modification for New Vessel - Efficiency and Sustainability

With the planned replacement of the Ferry vessels, there is a need to modify the slip configuration. This project plans for the slip modifications necessary to accommodate the new vessels. This project has an estimated DRBA cost of \$130,000 in 2025 and \$1,800,000 in the out years. This effort has no anticipated annual operating cost impact.

75B Ferry Bidding Contingency - Efficiency and Sustainability

This is a line developed for bidding contingency for projects at the Cape May-Lewes Ferry. This project has an estimated DRBA cost of \$4,000,000 in 2025.

Cape May - Lewes Ferry - Out Year Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Out Year Projects											
28	Bulkhead Evaluation and Repair	\$ -	\$ -	\$ 73,000	\$ -	\$ 2,156,000	\$ -	\$ -	\$ -	\$ -	\$ -
29	Sliding Entrance Doors Admin/Terminal Tread Floor	\$ -	\$ -	\$ 195,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
43	Beach Drive Improvements (CM)	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -
47	Mooring Field	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -
53	Lewes Terminal Passenger Parkinglot	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -
98	Housing for Seasonal Workers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -
Grand Total		\$ -	\$ -	\$ 268,000	\$ -	\$ 3,631,000	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -

28 Bulkhead Evaluation and Repair - Efficiency and Sustainability

The fascia bulkhead on the pier continues to show signs of corrosion and coatings will not be sufficient to address the issue. This project programs the evaluation of the bulkhead system and investigation of a non-corrosive surface mounted system for future implementation. This project has an estimated DRBA cost of \$2,229,000 in the out years. This effort has no anticipated annual operating cost impact.

29 Sliding Entrance Doors Admin/Terminal Tread Floor - Efficiency and Sustainability

The sliding entrance doors are at the end of their life cycle for both the Cape May Terminal and Administration Building. This project programs the replacement of new sliding doors for both buildings. This project has an estimated DRBA cost of \$270,000 in the out years. This effort has no anticipated annual operating cost impact.

43 Beach Drive Improvements (CM) - Efficiency and Sustainability

Pavements along Beach Drive are deteriorating and improvements are necessary. The project proposes the design and construction of improvements for Beach Drive, including replacement of utilities and highway signage. This project has an estimated DRBA cost of \$1,250,000 in the out years. This effort has no anticipated annual operating cost impact.

47 Mooring Field - Efficiency and Sustainability

There is a desire for additional docking capacity at the Lewes Ferry Terminal. This project programs the evaluation and design of a mooring field to provide this additional capacity. This project has an estimated DRBA cost of \$250,000 in the out years. This effort has no anticipated annual operating cost impact.

53 Lewes Terminal Passenger Parkinglot - Efficiency and Sustainability

The passenger parkinglot in Lewes is in need of repair. This project programs a mill and overlay of the parkinglot. This project has an estimated DRBA cost of \$350,000 in the out years. This effort has no anticipated annual operating cost impact.

Cape May - Lewes Ferry - Out Year Projects

98 **Housing for Seasonal Workers - Asset Preservation**

This project seeks to study and provide a partial solution to the lack of adequate seasonal staffing at the ferry (typically in Food Service and/or Marine Operations) due to a corresponding lack of affordable workforce housing. The scope of this may involve acquisition of property, construction of housing, and/or other solutions. Federal funding may be available for this project, but is not known at this time. This project would likely increase operating expenses related to rent, maintenance, and labor. These items will be properly identified during the study portion of the project prior to acquisition or construction. This project has an estimated DRBA cost of \$800,000 in the out years. This effort has no anticipated annual operating cost impact.

Forts Ferry - Annual Projects

Crossings Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
32H	Annual Minor Capital Maintenance (FF)	\$ 30,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
	Grand Total	\$ 30,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -

32H Annual Minor Capital Maintenance (FF) - Asset Preservation

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. These projects include, but are not be limited to: docking improvements, electrical improvements, security enhancements, building and workshop improvements, signage improvements, and minor ship repairs. This project has an estimated DRBA cost of \$30,000 in 2025 and \$80,000 in the out years.

Wilmington Airport - Continuing Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Continuing Projects												
56	Dassault Fence	\$ 200,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60	Hangar 1 Renovations	\$ 300,000	\$ 1,800,000	\$ 400,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61	Hold Room Expansion	\$ 6,000	\$ 1,932,000	\$ 6,263,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62	HVAC System Modernization, Remove the R-22 Systems	\$ 70,000	\$ 613,000	\$ -	\$ 250,000	\$ -	\$ 750,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
65	Other Terminal Improvements	\$ 240,000	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
66	Perimeter Road Rehabilitation (Phase III)	\$ 76,000	\$ 1,100,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70	Roof and Building Envelope Rehabilitation (ILG)	\$ 129,000	\$ 1,070,000	\$ -	\$ 450,000	\$ -	\$ 825,000	\$ -	\$ 900,000	\$ -	\$ 500,000	\$ -
71	Runway 9-27 stormwater drainage structure repairs	\$ 22,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
72	Taxiway 'B' Phase VI and VII (Construct Run-up Pad)	\$ 28,000	\$ 504,000	\$ 4,544,000	\$ -	\$ 4,544,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
73	Terminal Area Plan	\$ 46,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74	Blast Fence	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total		\$ 1,117,000	\$ 9,224,000	\$ 11,207,000	\$ 3,750,000	\$ 4,544,000	\$ 1,575,000	\$ -	\$ 1,400,000	\$ -	\$ 1,000,000	\$ -

56 **Dassault Fence - Safety**

Dassault-Falcon Jet has vacated their property on the airport and the current security fence does not meet airport security needs without their presence. This project adjusts the fence line to meet the airport's needs going forward. This project has an estimated DRBA cost of \$550,000 in 2025. This effort has no anticipated annual operating cost impact.

60 **Hangar 1 Renovations - Efficiency and Sustainability**

The maintenance storage facility located entirely within the secured perimeter of the Delaware Air National Guard, and existing facilities are inadequate. This project budgets for the renovations of Hangar 1 to accommodate maintenance equipment storage needs of the airport. This project has an estimated DRBA cost of \$1,800,000 in 2025 and \$2,000,000 in the out years. The project is partially funded in the amount of approximately \$400,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

61 **Hold Room Expansion - Efficiency and Sustainability**

With the increase in commercial air traffic, there is a demand and need for expanding the existing hold room. This project programs the design and construction of expanding the current hold room to accommodate the increased demand. This project has an estimated DRBA cost of \$1,932,000 in 2025 and \$900,000 in the out years. The project is partially funded in the amount of approximately \$6.3 million by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

62 **HVAC System Modernization, Remove the R-22 Systems - Efficiency and Sustainability**

Several existing HVAC units are at the end of their service life and operate on obsolete R-22 refrigerant, which is being phased out by the EPA. The project will begin the process of replacement with high efficiency units that operate on modern, environmentally friendly refrigerant. This project has an estimated DRBA cost of \$613,000 in 2025 and \$2,000,000 in the out years. This effort has no anticipated annual operating cost impact.

Wilmington Airport - Continuing Projects

65 **Other Terminal Improvements - Asset Preservation**

The current terminal has a dated exterior, limited interior capacity, and a number of opportunities for improved customer service. This project programs the cost to finalize design of the improvements as needed to expand and modify the terminal, including hold room capacity, and frontage improvements. This project has an estimated DRBA cost of \$580,000 in 2025. This effort has no anticipated annual operating cost impact.

66 **Perimeter Road Rehabilitation (Phase III) - Efficiency and Sustainability**

The perimeter roads are exhibiting signs of damage from heavy vehicle loading. The project programs the design and construction of this rehabilitation, to include demolition and reconstruction of existing asphalt pavement. This project has an estimated DRBA cost of \$1,100,000 in 2025 and \$150,000 in the out years. This effort has no anticipated annual operating cost impact.

70 **Roof and Building Envelope Rehabilitation (ILG) - Asset Preservation**

The Authority has implemented a healthy roof management program having over 150 roof systems throughout its facilities. Each year, annual inspections and capital investments are strategically placed to provide a 30-year solution to establish a consistent and manageable replacement plan in the future. This project has an estimated DRBA cost of \$1,070,000 in 2025 and \$2,675,000 in the out years. This effort has no anticipated annual operating cost impact.

71 **Runway 9-27 stormwater drainage structure repairs - Efficiency and Sustainability**

Manholes on the south side of Runway 9-27 are experiencing soil failures which have caused unsafe conditions for vehicles using the runway. This project programs funds to replace or eliminate these structures to eliminate the unsafe conditions. This project has an estimated DRBA cost of \$600,000 in 2025. This effort has no anticipated annual operating cost impact.

72 **Taxiway 'B' Phase VI and VII (Construct Run-up Pad) - Efficiency and Sustainability**

The construction of the Taxiway B and E project eliminated the run-up pad for the airport. The project programs the design and construction of a new run-up pad in a more suitable location for the airport. This project has an estimated DRBA cost of \$504,000 in 2025. The project is partially funded in the amount of approximately \$9.1 million by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

73 **Terminal Area Plan - Efficiency and Sustainability**

The current master plan will be outdated and eligible for update in accordance with the federal Airport Improvement Program at the time of funding. The authority intends to develop a dynamic master plan to set goals and plan the future development of the airport to reflect current industry trends and incorporate feedback from all stakeholders. This project has an estimated DRBA cost of \$200,000 in 2025. This effort has no anticipated annual operating cost impact.

74 **Blast Fence - Safety**

The commercial aviation activity on the terminal apron has caused debris blown by jet blast to blow through the fence at the neighboring Flightsafety International employee parking lot. This project has an estimated DRBA cost of \$275,000 in 2025. This effort has no anticipated annual operating cost impact.

Wilmington Airport - Annual Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
30C	Reserve for Economic Development/Tenant Improvements (I	\$ 200,000	\$ -	\$ 100,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
32C	Annual Minor Capital Maintenance (ILG)	\$ 840,000	\$ -	\$ 300,000	\$ -	\$ 440,000	\$ -	\$ 350,000	\$ -	\$ 300,000	\$ -
33C	Annual Minor Capital Equipment (ILG)	\$ 510,000	\$ 800,000	\$ 350,000	\$ -	\$ 925,000	\$ -	\$ 375,000	\$ -	\$ 325,000	\$ -
35C	Annual Automation/Telecom Upgrades (ILG)	\$ 618,000	\$ -	\$ 470,000	\$ -	\$ 170,000	\$ -	\$ 225,000	\$ -	\$ 150,000	\$ -
	Grand Total	\$ 2,168,000	\$ 800,000	\$ 1,220,000	\$ -	\$ 1,685,000	\$ -	\$ 1,100,000	\$ -	\$ 925,000	\$ -

30C **Reserve for Economic Development/Tenant Improvements (ILG) - Economic Development**

The Authority needs to program substantial capital infrastructure improvements to meet external needs. The project programs building repairs and site improvements for the airport tenants as needed per lease agreements with the Authority, as well as programming for proposed economical development efforts. This project has an estimated DRBA cost of \$200,000 in 2025 and \$550,000 in the out years.

32C **Annual Minor Capital Maintenance (ILG) - Asset Preservation**

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: site grading, lighting, signage, utility upgrades, storm water, fire suppression, pavement, airfield security/safety, planning, permitting, and record document updates. This project has an estimated DRBA cost of \$840,000 in 2025 and \$1,390,000 in the out years.

33C **Annual Minor Capital Equipment (ILG) - Efficiency and Sustainability**

The project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$510,000 in 2025 and \$1,975,000 in the out years. The project is partially funded in the amount of approximately \$800,000 by the Federal Aviation Administration.

35C **Annual Automation/Telecom Upgrades (ILG) - Efficiency and Sustainability**

Automation upgrades with equipment enhancements are required for maintaining sustainable and efficient facilities. The project includes but is not limited to: automation master planning, computer hardware replacement purchases, network upgrades, software and hardware upgrades, uninterruptible power supply improvements, camera installations, fire detection systems upgrades, and other miscellaneous upgrades or installations. This project has an estimated DRBA cost of \$618,000 in 2025 and \$1,015,000 in the out years.

Wilmington Airport - New Projects

Airports Strategic Capital Improvement Plan

Project #	Project	External		External		External		External		External	
		2025	Funding 2025	2026	Funding 2026	2027	Funding 2027	2028	Funding 2028	2029	Funding 2029
	New Projects										
59	De-icing Pad	\$ 18,000	\$ 682,000	\$ -	\$ -	\$ 1,657,000	\$ 6,228,000	\$ -	\$ -	\$ -	\$ -
63	ILG Passenger Parking Expansion	\$ 50,000	\$ -	\$ 1,060,000	\$ -	\$ 4,240,000	\$ -	\$ -	\$ -	\$ -	\$ -
75C	Airports Bidding Contingency	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
76	Dassault DuPont Power separation-I197 Building Demo	\$ 90,000	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ 1,158,000	\$ 682,000	\$ 2,260,000	\$ -	\$ 5,897,000	\$ 6,228,000	\$ -	\$ -	\$ -	\$ -

59 De-icing Pad - Efficiency and Sustainability

With the increase in commercial air traffic, there is a demand and need for expanding de-icing activates for the airport. This project programs the design and construction of a new de-icing pad to accommodate this demand. This project has an estimated DRBA cost of \$18,000 in 2025 and \$1,657,000 in the out years. The project is partially funded in the amount of approximately \$6.9 million by the Federal Aviation Administration. This effort has no anticipated annual operating cost

63 ILG Passenger Parking Expansion - Efficiency and Sustainability

This project expands landside parking facilities at the airport to accommodate commercial service growth. This project programs the design and construction of all necessary updates and expansions. This project has an estimated DRBA cost of \$50,000 in 2025 and \$5,300,000 in the out years. This effort has no anticipated annual operating cost impact.

75C Airports Bidding Contingency - Efficiency and Sustainability

This is a line developed for bidding contingency for airport projects. This project has an estimated DRBA cost of \$1,000,000 in 2025.

76 Dassault DuPont Power separation-I197 Building Demo - Safety

The former Dassault complex currently has combined utilities, future use of this complex will be separated to several entities. This project programs for the necessary design and construction to separately supply and meter utilities within the complex. This project has an estimated DRBA cost of \$90,000 in 2025 and \$1,200,000 in the out years.

Wilmington Airport - Out Year Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Out Year Projects											
64	Improve RSA Runway 1-19	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 104,000	\$ 60,000	\$ 1,260,000	\$ -	\$ -
67	Reconstruct Taxiway K	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 634,000	\$ -	\$ -	\$ 214,000	\$ 4,491,000
68	Rehab and Extend Terminal Apron	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 626,000
69	Rehab Runway 9-27 Lighting and Signage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,000	\$ 310,000
Grand Total		\$ -	\$ -	\$ -	\$ -	\$ 39,000	\$ 738,000	\$ 60,000	\$ 1,260,000	\$ 318,000	\$ 5,427,000

64 **Improve RSA Runway 1-19 - Safety**

The Runway 1-19 pavement area is in need of rehabilitation in accordance with the FAA pavement life cycle and the pavement management study. The project programs for rehabilitation of the runway pavement, and any modifications to signage, markings, lighting or infrastructure which may be necessary. This project has an estimated DRBA cost of \$66,000 in the out years. The project is partially funded in the amount of approximately \$1.4 million by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

67 **Reconstruct Taxiway K - Asset Preservation**

Taxiway K at the Runway 9 approach is not currently aligned with the rest of Taxiway K and there are runway safety issues with pavement in the vicinity. The project programs the relocation of Taxiway K to align it with the rest of the parallel Taxiway K and eliminate the runway safety issues. This project has an estimated DRBA cost of \$247,000 in the out years. The project is partially funded in the amount of approximately \$5.1 million by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

68 **Rehab and Extend Terminal Apron - Safety**

The increase in commercial air traffic has increased the demand for terminal apron space. This project programs the rehabilitation and expansion of the terminal apron to accommodate this increased demand. This project has an estimated DRBA cost of \$70,000 in the out years. The project is partially funded in the amount of approximately \$626,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

69 **Rehab Runway 9-27 Lighting and Signage - Safety**

Improvements are needed for the lighting and signage along Runway 9-27. The project programs the design and construction costs for the upgrades to lighting and signage along Runway 927. This project has an estimated DRBA cost of \$34,000 in the out years. The project is partially funded in the amount of approximately \$310,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

Millville Airport - Continuing Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Continuing Projects												
78	New Box Hangars (MIV)	\$ 100,000	\$ -	\$ 1,584,000	\$ -	\$ 1,516,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
81	Pavement Improvements SRE Parkinglot	\$ 945,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
83	Rehabilitate Taxiways "A", "C", and "G"	\$ 185,000	\$ 245,000	\$ 2,206,000	\$ 264,000	\$ 2,115,000	\$ 29,000	\$ 261,000	\$ 320,000	\$ 2,880,000	\$ -	\$ -
Grand Total		\$ 1,230,000	\$ 295,000	\$ 3,790,000	\$ 264,000	\$ 3,631,000	\$ 29,000	\$ 261,000	\$ 320,000	\$ 2,880,000	\$ -	\$ -

78 **New Box Hangars (MIV) - Efficiency and Sustainability**

There is need for additional hangars at the Millville Airport. The project programs the design and construction of new box hangars to address this demand. The project is funded in the amount of approximately \$3.1 million by the Federal Aviation Administration and the City of Millville. This effort has no anticipated annual operating cost impact.

81 **Pavement Improvements SRE Parkinglot - Efficiency and Sustainability**

The existing parking lot of the Terminal building and maintenance yard are in need pavement rehabilitation. The project programs the design and construction of this rehabilitation effort, to include demolition and reconstruction of existing asphalt pavement. This project has an estimated DRBA cost of \$50,000 in 2025. This effort has no anticipated annual operating cost impact.

83 **Rehabilitate Taxiways "A", "C", and "G" - Asset Preservation**

In accordance with the findings of the latest Pavement Management Study taxiways A, C, and G are in need of repair. The project programs the design and construction costs for these repairs to include pavement resurfacing, lighting, signage, and associated drainage improvements. This project has an estimated DRBA cost of \$245,000 in 2025 and \$613,000 in the out years. The project is partially funded in the amount of approximately \$7,462,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

Millville Airport - Annual Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Annual Projects											
32D	Annual Minor Capital Maintenance (MIV)	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
33D	Annual Minor Capital Equipment (MIV)	\$ 470,000	\$ -	\$ -	\$ -	\$ 530,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
35D	Annual Automation/Telecom Upgrades (MIV)	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total		\$ 535,000	\$ -	\$ 65,000	\$ -	\$ 585,000	\$ -	\$ 125,000	\$ -	\$ 125,000	\$ -

32D **Annual Minor Capital Maintenance (MIV) - Asset Preservation**

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: site grading, lighting, signage, utility upgrades, storm water, fire suppression, pavement, airfield security/safety, planning, permitting and record document updates. The project is necessary to protect the facilities, maintain good repair, and provide for public safety. This project has an estimated DRBA cost of \$25,000 in 2025 and \$100,000 in the out years.

33D **Annual Minor Capital Equipment (MIV) - Efficiency and Sustainability**

The project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$470,000 in 2025 and \$730,000 in the out years.

35D **Annual Automation/Telecom Upgrades (MIV) - Asset Preservation**

Automation upgrades with equipment enhancements are required for maintaining sustainable and efficient facilities. The project includes but is not limited to: automation master planning, computer hardware replacement purchases, network upgrades, software and hardware upgrades, uninterruptible power supply improvements, camera installations, fire detection systems upgrades, and other miscellaneous upgrades or installations. This project has an estimated DRBA cost of \$40,000 in 2025 and \$70,000 in the out years.

Millville Airport - New Projects

Airports Strategic Capital Improvement Plan

Ranking	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	New Projects										
79	PAPI Replacement	\$ 50,000	\$ -	\$ 350,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
80	South Apron Expansion	\$ 9,000	\$ 82,000	\$ 101,000	\$ 910,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ 59,000	\$ 82,000	\$ 451,000	\$ 910,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -

79 PAPI Replacement - Safety

The Precision Approach Path Indicator (PAPI) at the facility has reached the end of its useful life. This project programs the replacement of this equipment. This project has an estimated DRBA cost of \$50,000 in 2025 and \$650,000 in the out years. This effort has no anticipated annual operating cost impact.

80 South Apron Expansion - Economic Development

The project programs the design and construction of the expansion of the south cargo apron in the vicinity of the intersection of Taxiways “B” and “E”. The project will expand the apron pavement to provide for more diverse aircraft operations. The project is funded in the amount of approximately \$992,000 by the Federal Aviation Administration . This effort has no anticipated annual operating cost impact.

Millville Airport - Out Year Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Out Year Projects										
77	Master Plan (MIV)	\$ -	\$ -	\$ 28,000	\$ 253,000	\$ 28,000	\$ 253,000	\$ 19,000	\$ 169,000	\$ -	\$ -
82	Reconstruct Taxiway B	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 26,000	\$ 234,000	\$ -	\$ -
	Grand Total	\$ -	\$ -	\$ 28,000	\$ 253,000	\$ 33,000	\$ 253,000	\$ 45,000	\$ 403,000	\$ -	\$ -

77 **Master Plan (MIV) - Efficiency and Sustainability**

The current master plan is outdated and is eligible for update in accordance with the federal Airport Improvement Program. The Authority intends to develop a dynamic master plan to set goals and plan the future development of the airport. The plan will reflect current industry trends and incorporate feedback from all stakeholders. This project has an estimated DRBA cost of \$75,000 in the out years. The project is partially funded in the amount of approximately \$675,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

82 **Reconstruct Taxiway B - Asset Preservation**

In accordance with the findings of the latest Pavement Management Study taxiways B is in need of reconstruction. The project programs the design and construction costs for these repairs to include pavement resurfacing, lighting, signage, and associated drainage improvements. This project has an estimated DRBA cost of \$31,000 in the out years. The project is partially funded in the amount of approximately \$234,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

Cape May Airport - Continuing Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Continuing Projects												
84	Apron B Rehabilitation	\$ 51,000	\$ 211,000	\$ 1,893,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
85	Light Industrial Building	\$ 3,600,000	\$ 1,541,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
87	Multi-Purpose Building (Hornet Road)	\$ 3,582,000	\$ (584,000)	\$ 584,000	\$ (285,000)	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
88	Public Use Hangar	\$ 41,000	\$ -	\$ 3,057,000	\$ -	\$ 2,541,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89	Remove Obstructions - Relocate FAA Equipment	\$ 50,000	\$ 16,000	\$ 160,000	\$ 28,000	\$ 314,000	\$ 29,000	\$ 315,000	\$ -	\$ -	\$ -	\$ -
90	Remove Obstructions (WWD)	\$ 26,000	\$ 7,000	\$ 66,000	\$ 4,000	\$ 33,000	\$ 35,000	\$ 300,000	\$ -	\$ -	\$ 200,000	\$ 1,800,000
Grand Total		\$ 7,350,000	\$ 1,191,000	\$ 5,760,000	\$ (253,000)	\$ 3,173,000	\$ 64,000	\$ 615,000	\$ -	\$ -	\$ 200,000	\$ 1,800,000

84 **Apron B Rehabilitation - Safety**

This project programs repairs to the airport's primary apron's bituminous asphalt area. The project is recommended in accordance with the findings of the latest Pavement Management Study. This project has an estimated DRBA cost of \$211,000 in 2025. The project is funded in the amount of approximately \$1,893,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

85 **Light Industrial Building - Economic Development**

Cape May Airport has experienced increased development and business interest. The Authority has constructed and leased multi-tenant buildings, and there is demand for more. The project provides for the construction of an additional light industrial building to accommodate new tenancy requests. This project has an estimated DRBA cost of \$1,541,000 in 2025. This effort has no anticipated annual operating cost impact.

87 **Multi-Purpose Building (Hornet Road) - Efficiency and Sustainability**

The existing terminal building's layout and condition are not conducive to future terminal functions and the facility is poorly located. Cape May County is investing significant funds in the development of a new airport entrance at Hornet Road and this project provides for the planning, design, and construction of a new terminal facility at the end of Hornet Road immediately adjacent to the airport's current FBO and fueling facilities. This project has an estimated DRBA cost of \$-584,000 in 2025 and \$-285,000 in the out years. The project is cost shared in the amount of approximately \$869,000 by the Cape May County. This effort has no anticipated annual operating cost impact.

88 **Public Use Hangar - Economic Development**

There is a need for additional hangars at the Cape May Airport. The project programs the construction of additional hangars to address this demand. The project is funded in the amount of approximately \$5,598,000 by the Federal Aviation Administration and Cape May County. This effort has no anticipated annual operating cost impact.

89 **Remove Obstructions - Relocate FAA Equipment - Efficiency and Sustainability**

Equipment for the Federal Aviation Administration needs to be relocated to the new multi-purpose building. This project programs for this equipments relocation. This project has an estimated DRBA cost of \$16,000 in 2025 and \$57,000 in the out years. The project is funded in the amount of approximately \$789,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

90 **Remove Obstructions (WWD) - Economic Development**

The project programs the removal of obstructions on airport property and on properties within the airport's immediate surroundings. The effort includes easement acquisition over the affected off-airport properties and brings the airport into compliance with federal airspace safety standards. This project has an estimated DRBA cost of \$7,000 in 2025 and \$239,000 in the out years. The project is funded in the amount of approximately \$2,199,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

Cape May Airport - Annual Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Annual Projects											
30D	Reserve for Economic Development/Tenant Improvements (WWD)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32E	Annual Minor Capital Maintenance (WWD)	\$ 60,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
33E	Annual Minor Capital Equipment (WWD)	\$ 55,000	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
35E	Annual Automation/Telecom Upgrades (WWD)	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total		\$ 180,000	\$ -	\$ 40,000	\$ -	\$ 300,000	\$ -	\$ 125,000	\$ -	\$ 125,000	\$ -

30D **Reserve for Economic Development/Tenant Improvements (WWD) - Efficiency and Sustainability**

The Authority needs to program substantial capital infrastructure improvements to meet external needs. The project programs building repairs and site improvements for the airport tenants as needed per lease agreements with the Authority, as well as programming for proposed economical development efforts. This project has an estimated DRBA cost of \$50,000 in 2025.

32E **Annual Minor Capital Maintenance (WWD) - Asset Preservation**

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: site grading, lighting, signage, utility upgrades, storm water, fire suppression, pavement, airfield security/safety, planning, permitting and record document updates. This project has an estimated DRBA cost of \$60,000 in 2025 and \$100,000 in the out years.

33E **Annual Minor Capital Equipment (WWD) - Efficiency and Sustainability**

The project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$55,000 in 2025 and \$475,000 in the out years.

35E **Annual Automation/Telecom Upgrades (WWD) - Efficiency and Sustainability**

Automation upgrades with equipment enhancements are required for maintaining sustainable and efficient facilities. The project includes but is not limited to: automation master planning, computer hardware replacement purchases, network upgrades, software and hardware upgrades, uninterruptible power supply improvements, camera installations, fire detection systems upgrades, and other miscellaneous upgrades or installations. This project has an estimated DRBA cost of \$15,000 in 2025 and \$15,000 in the out years.

Cape May Airport - Out Year Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Out Year Projects										
86	Master Plan (WWD)	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ 253,000	\$ 28,000	\$ 253,000	\$ 19,000	\$ 169,000
	Grand Total	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ 253,000	\$ 28,000	\$ 253,000	\$ 19,000	\$ 169,000

86 Master Plan (WWD) - Efficiency and Sustainability

The current master plan is outdated and is eligible for update in accordance with the federal Airport Improvement Program. The Authority intends to develop a dynamic master plan to set goals and plan the future development of the airport. The plan will reflect current industry trends and incorporate feedback from all stakeholders. This project has an estimated DRBA cost of \$75,000 in the out years. The project is partially funded in the amount of approximately \$675,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

Delaware Airpark - Continuing Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2024 \$ Spent (EST.)	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Continuing Projects											
91	Expand Apron	\$ 9,000	\$ 224,000	\$ 2,022,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
93	Hangar Bank "F" Construction	\$ 160,000	\$ 1,046,000	\$ 844,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
95	Remove Obstructions (33N)	\$ 15,000	\$ 5,000	\$ 41,000	\$ 3,000	\$ 41,000	\$ 39,000	\$ 31,000	\$ 17,000	\$ 600,000	\$ 168,000	\$ 318,000
	Grand Total	\$ 184,000	\$ 1,275,000	\$ 2,907,000	\$ 3,000	\$ 41,000	\$ 39,000	\$ 31,000	\$ 17,000	\$ 600,000	\$ 168,000	\$ 318,000

91 **Expand Apron - Economic Development**

The existing apron space is predicted to become more heavily utilized as a result of the runway relocation and facility expansion. The project programs the design and construction of additional apron space, placed appropriately to serve the increased demand. This project has an estimated DRBA cost of \$224,000 in 2025. The project is partially funded in the amount of approximately \$2,022,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

93 **Hangar Bank "F" Construction - Economic Development**

There is a need for additional hangers at the Delaware Air Park. The project programs the construction of additional box hangers to address this demand. This project has an estimated DRBA cost of \$1,046,000 in 2025. The project is partially funded in the amount of approximately \$844,000 by the Federal Aviation Administration. This effort has no anticipated annual operating cost impact.

95 **Remove Obstructions (33N) - Safety**

The project programs the removal of obstructions on airport property and on properties within the airport's immediate surroundings. The effort includes easement acquisition over the affected off-airport properties and brings the airport into compliance with federal airspace safety standards. This project has an estimated DRBA cost of \$5,000 in 2025 and \$227,000 in the out years. The project is partially funded in the amount of approximately \$1,031,000 by the Federal Aviation Administration. There is anticipated annual operating cost impact of \$7,000 for this project.

Delaware Airpark - Annual Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
32F	Annual Minor Capital Maintenance (33N)	\$ 175,000	\$ -	\$ 50,000	\$ -	\$ 485,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
33F	Annual Minor Capital Equipment (33N)	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -
35F	Annual Automation/Telecom Upgrades (33N)	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
	Grand Total	\$ 185,000	\$ -	\$ 95,000	\$ -	\$ 520,000	\$ -	\$ 60,000	\$ -	\$ 70,000	\$ -

32F **Annual Minor Capital Maintenance (33N) - Asset Preservation**

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: site grading, lighting, signage, utility upgrades, storm water, fire suppression, pavement, airfield security/safety, planning, permitting, and record document updates. This project has an estimated DRBA cost of \$175,000 in 2025 and \$585,000 in the out years.

33F **Annual Minor Capital Equipment (33N) - Efficiency and Sustainability**

The project programs annual capital equipment purchases which may include but are not limited to: vehicles, trucks, specialty equipment, emergency generators, trailers, and other equipment that are utilized to preserve existing infrastructure assets. Purchases are based on established replacement guidelines considering useful life and condition. This project has an estimated DRBA cost of \$140,000 in the out years.

35F **Annual Automation/Telecom Upgrades (33N) - Efficiency and Sustainability**

Automation upgrades with equipment enhancements are required for maintaining sustainable and efficient facilities. The project includes but is not limited to: automation master planning, computer hardware replacement purchases, network upgrades, software and hardware upgrades, uninterruptible power supply improvements, camera installations, fire detection systems upgrades, and other miscellaneous upgrades or installations. This project has an estimated DRBA cost of \$10,000 in 2025 and \$20,000 in the out years.

Delaware Airpark - Out Year Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
Out Year Projects											
92	Hangar Bank "A" Construction	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
94	Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
96	Roof and Building Envelope Rehabilitation (33N)	\$ -	\$ -	\$ -	\$ -	\$ 21,000	\$ 54,000	\$ 124,000	\$ 326,000	\$ -	\$ -
Grand Total		\$ -	\$ -	\$ -	\$ -	\$ 671,000	\$ 54,000	\$ 2,124,000	\$ 326,000	\$ -	\$ -

92 **Hangar Bank "A" Construction - Economic Development**

There is a need for additional hangers at the Delaware Air Park. The project programs the construction of additional box hangers to address this demand. This project has an estimated DRBA cost of \$2,150,000 in the out years. This effort has no anticipated annual operating cost impact.

94 **Property Acquisition - Economic Development**

The Delaware Airpark is constrained for development on the land side of the property facing route 42. This project programs funds to take advantage of opportunities for land purchases that connect the airport to route 42 and expand development opportunities. This project has an estimated DRBA cost of \$500,000 in the out years. This effort has no anticipated annual operating cost impact.

96 **Roof and Building Envelope Rehabilitation (33N) - Economic Development**

The Authority has implemented a healthy roof management program having over 150 roof systems throughout its facilities. Each year, annual inspections and capital investments are strategically placed to provide a 30-year solution to establish a consistent and manageable replacement plan in the future. This project has an estimated DRBA cost of \$145,000 in the out years. The project is partially funded in the amount of approximately \$380,000 by the Delaware State University. This effort has no anticipated annual operating cost impact.

Civil Air Terminal - Annual Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Annual Projects										
32G	Annual Minor Capital Maintenance (CAT)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

32G **Annual Minor Capital Maintenance (CAT) - Asset Preservation**

This project programs annual work activities necessary to accommodate changing regulations and to preserve existing infrastructure. Minor capital maintenance may include, but not be limited to: site grading, lighting, signage, utility upgrades, storm water, fire suppression, pavement, airfield security/safety, planning, permitting, and record document updates. This project has an estimated DRBA cost of \$20,000 in 2025.

Civil Air Terminal - Out Year Projects

Airports Strategic Capital Improvement Plan

Project #	Project	2025	External Funding 2025	2026	External Funding 2026	2027	External Funding 2027	2028	External Funding 2028	2029	External Funding 2029
	Out Year Projects										
97	Apron Rehabilitation	\$ -	\$ -	\$ 1,255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
98	Roof and Building Envelope Rehabilitation (CAT)	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Grand Total	\$ -	\$ -	\$ 1,255,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -

97 Apron Rehabilitation - Asset Preservation

This project programs repairs to the airport's primary apron's bituminous asphalt area. The project is recommended in accordance with the findings of the latest Pavement Management Study. This project has an estimated DRBA cost of \$1,255,000 in the out years. This effort has no anticipated annual operating cost impact.

98 Roof and Building Envelope Rehabilitation (CAT) - Efficiency and Sustainability

The Authority has implemented a healthy roof management program having over 150 roof systems throughout its facilities. Each year, annual inspections and capital investments are strategically placed to provide a 30-year solution to establish a consistent and manageable replacement plan in the future. This project has an estimated DRBA cost of \$100,000 in the out years. This effort has no anticipated annual operating cost impact.



Appendix E. NJ TRANSIT Planning Activities

NJ TRANSIT
PLANNING INITIATIVES
For Inclusion Within Metropolitan Planning Organization
Unified Planning Work Programs

NJ TRANSIT maintains a series of ongoing programmatic planning efforts undertaken and advanced as required, to develop planning concepts, analyze proposals, and address issues and specific needs. All work within these programs is regulated by the availability of resources including funding and staff, and internal priorities.

Planning work is undertaken within these programs on an ongoing basis, with specific efforts and initiatives advanced as required. Work products may include reports, plans, analyses, data, drawings, renderings, and other products and services, as required.

1. **Bus and Other Surface Transportation Planning** –Work will continue to progress both by singularly by NJ TRANSIT and in partnership with municipalities, counties, and other parties, to plan for future bus service and network performance improvements, bus rapid transit projects, bus terminals and support facilities, to improve bus services and facilities so they operate better and address changing customer needs. Particular attention will be given to the phasing and scalability of bus improvements to effectively use available capital funding and fit within tight operating funding constraints. Planning efforts may include traditional bus vehicles as well as other types of specialized vehicles and propulsion systems.
2. **Community Services Planning and Support** – This program focuses on planning, analysis, and support relating to human services transportation programs. Among NJ TRANSIT’s responsibilities is administering the distribution and use of Federal, State and NJ TRANSIT funding intended to provide vehicles and operating assistance for community transportation including paratransit and other related services. Planning efforts include support for the development of “locally developed” Coordinated Human Services Transportation Plans (CHSTP), analysis of the performance, effectiveness, coordination with and demand for human services transportation programs/efforts, analysis of funding sources and mechanisms, program oversight, and other planning and analyses relating to community transportation services.
3. **Corridor Planning and Analysis** – NJ TRANSIT maintains this program area to determine the suitability and feasibility of transit in local and regional transportation corridors. It provides for development and analysis of conceptual plans for transit capital improvements, transit alternatives, operating schemes, and assessment of potential environmental impacts. Efforts are undertaken in select corridors, working with communities where opportunities exist to leverage existing public transit services in support of redevelopment or other mobility goals. Assessments consider a wide range of issues including land use, demographics, existing travel patterns, local planning and

zoning, transit modes and environmental impacts. At times within this program, NJT has teamed with MPOs, counties and other agencies in joint planning efforts.

4. **Qualitative and Quantitative Research** – Through this program, NJ TRANSIT updates knowledge of customer travel characteristics by conducting origin and destination surveys of rail, bus, light rail, and Access Link passengers. This information is used to support updating of forecasting models, to conduct Title VI analyses, to support Transit Oriented Development and other planning work, and for other business purposes. Research is conducted to define existing and potential markets through various techniques such as stated preference, public opinion studies and conjoint surveys. Databases are updated and merged in support of corridor planning, air quality initiatives and other planning efforts throughout the region. Focus Groups are conducted with customers and employees to obtain opinions and attitudes which provide an understanding and clarity on issues facing the Corporation. In addition, customer satisfaction studies are conducted on a regular basis. The Customer Satisfaction Survey was designed to provide actionable data by identifying specific areas needing attention, allowing NJ TRANSIT to focus resources on key drivers of satisfaction and improve the overall customer experience. The depth of the information gathered from the surveys will continue to help inform the Corporation in the areas of its operating budget, capital programs, customer service and marketing initiatives, as well as its operations and safety and security. The survey also will give our customers, stakeholders, and NJ TRANSIT a clear window into how the Corporation is performing.
5. **Rail Operations and Infrastructure Planning** – This program area provides for planning support for commuter rail and light rail-related initiatives and associated infrastructure needs and issues. This work defines infrastructure needs based on proposed operating plans which address projected ridership demand on rail transit services and/or to address safety, resiliency, reliability, and service performance goals. It includes operations planning support (schedule development, crew and equipment plans, and train performance analysis), as well as development of network performance simulations, interpretation, and reporting. The program also provides for other transit facility and infrastructure planning.
6. **Ridership Forecasting** – This program area involves development of ridership and revenue forecasts, as well as development and updating of forecasting models, in support of major capital projects, transit service planning, major service initiatives, and various other efforts. Much of the work is undertaken to comply with Federal Transit Administration (FTA) requirements and guidelines regarding preparation of travel demand forecasts for use in seeking FTA funding. In addition, this program provides support for MPO travel and air quality model development and training, Census, demographic and other travel data preparation and analyses, and other forecasting work. A continued focus of this work is to complete travel demand forecasts for regional transportation plans, as required for FTA's and NJ TRANSIT's longer-term planning. Also, NJ TRANSIT will focus on short term travel demand on segments of its system or in areas of interest.
7. **Stations, Access, Parking and Site Planning** – This program focuses on planning for transit facility improvements and needs, and prioritization for future capital investment,

including specialized facility design, access to transit, accessibility and other potential improvements. It includes analysis related to stations and facilities, access to transit facilities including bicycle, pedestrian, and other micro-mobility and micro-transit, and parking issues including parking lot utilization, EV parking, parking management, and accommodating projected growth. Within this program, NJ TRANSIT broadly monitors station access by all modes as well as parking utilization and station access needs and formulates proposed actions and projects to address those needs.

8. **Trans-Hudson Planning** – NJ TRANSIT maintains this program area to focus on trans-Hudson planning. New York City is a regional and national center of economic activity and strongly drives travel demand and commutation patterns in northern New Jersey. Trans-Hudson planning includes the study of a variety of system investments to support a variety of trans-Hudson travel modes including commuter rail, rapid transit, bus, and ferry. In some efforts, NJ TRANSIT serves as the lead agency advancing studies and projects. In other cases, NJ TRANSIT works with other regional agencies, providing staff and other planning resources. Under this program, pertinent elements of capital investment in the Northeast Corridor are pursued by NJ TRANSIT in coordination with Amtrak, the Federal Railroad Administration and other regional agencies.
9. **Transit-Friendly Planning Program** – Through this program, NJ TRANSIT provides technical planning assistance to interested municipalities to create and implement sensitive, community-based “vision” plans to guide local growth in a comprehensive manner, especially in areas where transit could stimulate new development opportunities and create strong community centers for people to live, work and socialize. Critical components of this work include community outreach, engagement, consensus building and partnerships. Many accomplished projects successfully brought NJ TRANSIT and the targeted community together with state agencies, counties, MPOs, advocacy groups and not-for-profit organizations so that resources could be leveraged, and common goals and objectives achieved. In many communities, successful vision plans have been incorporated into Master Plans and/or adopted as enhanced zoning or new redevelopment plans designed to specifically implement mixed-use Transit Oriented Development.

Appendix F. Summary of Significant Public Comments and Responses

Public Comment Period: Tuesday, December 17, 2024, to and including Tuesday, January 28, 2025, for 43 days, which exceeds the 30 days required in SJTPO's Public Involvement Plan.

No comments were received from members of the public.

SJTPO opened a public comment period on Tuesday, December 17, 2024, for the Draft FY 2026 UPWP, effective July 1, 2025, to June 30, 2026. The Draft FY 2026 UPWP is available for download on the SJTPO website (www.sitpo.org/UPWP). Hardcopies have been made available for in-library viewing at the [select libraries](#) in the region. Additionally, interested parties could request a hard copy of the UPWP by completing a [Document Request form](#). SJTPO reserved the right to waive [copy and postage fees](#). The above information was noted on the UPWP webpage.

Written comments and questions could be submitted via:

- Comment form located at the bottom of the [UPWP webpage](#)
- Comment form located at the bottom of the [Public Comment webpage](#)
- Email: upwp@sitpo.org
- Fax: (856) 794-2549
- Direct message to SJTPO [Facebook](#) and [X](#) accounts
- Mail: SJTPO; 817 East Landis Avenue, 2nd Floor; Vineland, NJ 08360

During the public comment period, SJTPO posted various messages across its social media platforms (Facebook, X, and LinkedIn) to inform members of the public about the public comment period. Four posts, both in English and Spanish, were made available. One example is provided on the following page. In addition to posting on social media, the UPWP and Public Comment webpages were posted with all relevant information. COEC members and subregional partners were also provided information and materials to share with their audiences.



South Jersey Transportation Planning Organization

January 6 · 🌐



Each year, SJTPO prepares a budget that describes all transportation and planning-related activities to be conducted by SJTPO staff, subregional partners, and member agencies during the fiscal year. View the FY 2026 budget today, and if you have comments or questions, send them our way! www.sjtpo.org/UPWP.



PUBLIC COMMENT PERIOD

Tuesday, December 17, 2024, through
Tuesday, January 28, 2025

The UPWP serves as the budget for SJTPO, describing all transportation and planning-related activities to be conducted by SJTPO staff, subregional partners, and member agencies during the state fiscal year (July 1, 2025, to June 30, 2026).

Comments may be submitted through online comment form located toward the bottom of the UPWP webpage, email, mail, fax, or direct message via Facebook or Twitter, also know as X.



@SJTPO || www.sjtpo.org/UPWP || 856-794-1941

SJTPO operates its programs and services without regard to race, creed, color, national origin, age, ancestry, nationality, gender, disability, religion, affectional or sexual orientation, gender identity or expression, income level, or ability to read, write or speak English, in accordance with Title VI of the Civil Rights Act of 1964, as amended. Any person who believes he/she/they has been subjected to discrimination or wish to obtain additional information regarding SJTPO's Title VI obligations, may obtain a Title VI Complaint Form at www.sjtpo.org/TitleVI or contact SJTPO's Title VI Coordinator at TitleVI@sjtpo.org or (856) 794-1941. A complaint must be filed within 180 days of the alleged discrimination.



Appendix G. NJDOT/FHWA/FTA Comment Letters

NEW JERSEY DEPARTMENT OF TRANSPORTATION and FEDERAL HIGHWAY ADMINISTRATION

Comments on the South Jersey Transportation Planning Organization's draft FY 2026 UPWP

January 21, 2025

Below are the Department's comments on South Jersey Transportation Planning Organization's (SJTPO) draft FY 2026 Unified Planning Work Program (UPWP):

1. NJDOT commends SJTPO on the draft FY 2026 UPWP. The UPWP is comprehensive, well organized and easy to read.
2. NJDOT commends SJTPO on incorporating Federal and State planning priorities/emphasis areas into the UPWP.
3. Page 10. Regarding the SJTPO Structure, it appears that SJTPO continues to have issues with staffing vacancies and turnover. NJDOT encourages SJTPO to continue working diligently to build up its staff as well as utilize staff augmentation. At this time, does SJTPO foresee any difficulty in accomplishing the work proposed in the FY 2026 UPWP?
4. Page 27. Towards the bottom of the page, items 11 and 12 both reference Task 25/405 Complete Streets Technical Assistance Program Pilot and states that the work was initiated in "FY 2024." Is this an error? Task 25/405 is from the FY 2025 UPWP which would have been initiated in FY 2025.
5. Page 47. Regarding Task 26/151: Public Engagement & Communication, because SJTPO has occasionally experienced weak public participation, SJTPO may want to consider out-sourcing some of this work to a consultant.
6. Page 63. Regarding Atlantic County's Task III Supportive Studies, the fourth paragraph on page 63 states that "*Atlantic County will select a consultant to complete the work described above. All work completed by the consultant will be paid by Atlantic County and will not utilize federal funds made available through the SJTPO and Subregional Planning Work Program.*" The FY 2026 UPWP shows that \$76,000 in federal funds are dedicated to Atlantic County for Task III. Can you explain why Atlantic County chooses not to use the federal funds for their Task III effort?
7. Page 68. Cape May County has two vacant Senior Planner position and there is a job posting since September on their website for a Senior Planning Aide. Has anyone been hired yet for this position?

Federal Highway Administration (FHWA) doesn't have any further comment at this point.

~ ~ ~



Appendix H. SJTPO Response Letter



South Jersey Transportation Planning Organization

*Serving Atlantic, Cape May, Cumberland,
and Salem Counties since 1993.*

Leonard Desiderio, *Chairman*

Benjamin H. Laury, *Vice Chairman*

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Jennifer Marandino, P.E.
Executive Director

John W. Risley, *Secretary/Treasurer*

February 24, 2025

Megan Fackler, Director
NJDOT – Division of Statewide Planning
1035 Parkway Avenue, P.O. Box 600
Trenton, NJ 08625

Attn: Farzana Ahmed, PhD, Lead MPO Liaison Unit

**Re: Point-by-Point Response to NJDOT/FTA/FHWA Comments
SJTPO FY 2026 Unified Planning Work Program**

Dear Ms. Fackler:

We received the January 21, 2025 email from the New Jersey Department of Transportation (NJDOT), which transmits comments from NJDOT and the Federal Highway Administration (FHWA) on the South Jersey Transportation Planning Organization's (SJTPO) Fiscal Year (FY) 2026 Unified Planning Work Program (UPWP). No comments were received from the Federal Transit Administration (FTA).

This letter shall serve as a point-by-point response to the agencies' comment letters. The UPWP was revised to incorporate all comments as appropriate. The revised draft of SJTPO's FY 2026 UPWP can be found on the SJTPO website at www.sjtpo.org/upwp. Please note that the page numbers may have changed between the original draft and subsequent revisions. As such, the page numbers may not directly correspond to the initial comments made by NJDOT.

NJDOT Comments – January 21, 2025

Comment 1. NJDOT commends SJTPO on the draft FY 2026 UPWP. The UPWP is comprehensive, well organized and easy to read.

SJTPO greatly appreciates the commendation on the comprehensiveness and well-organized document. The format mimics that from previous UPWPs.

Comment 2. NJDOT commends SJTPO on incorporating Federal and State planning priorities/emphasis areas into the UPWP.

SJTPO greatly appreciates the commendation. When preparing the UPWP, SJTPO makes it standard practice to review and evaluate all Federal and State planning priorities/emphasis areas. The organization strives to incorporate as many priorities and emphasis areas as feasible.

Comment 3. Page 10. Regarding the SJTPO Structure, it appears that SJTPO continues to have issues with staffing vacancies and turnover. NJDOT encourages SJTPO to continue working diligently to build up its staff as well as utilize staff augmentation. At this time, does SJTPO foresee any difficulty in accomplishing the work proposed in the FY 2026 UPWP?

SJTPO acknowledges the ongoing challenges related to staffing vacancies and turnover and remains committed to addressing these issues proactively. These issues existed in the FY 2025 work program. To ensure that the tasks and deliverables identified within the work program are completed, SJTPO is utilizing consultant services to augment staff. SJTPO will explore options to continue staff augmentation until the vacant positions can be filled to ensure continuity and capacity for completing critical tasks.

As noted, SJTPO has four vacancies: one program manager, two mid- to entry-level positions, and an administrative manager, with the current staff comprised of seven full-time and four part-time positions. SJTPO is actively pursuing efforts to build and retain a robust team, including enhanced recruitment strategies and staff development initiatives. The vacant positions will be advertised in the Spring with consideration of a start date in Summer 2025.

If the positions remain vacant, SJTPO will have difficulty carrying out all the tasks, activities, and deliverables in the work program. Priority will be given to ongoing consultant-led technical studies, and staff will focus on federally required activities and documents. SJTPO will additionally prioritize and advance the consultant-led technical studies identified in this work program.

SJTPO is hopeful that the vacant program manager positions will be filled with qualified and capable personnel. Should that not be the case, SJTPO will explore options for staff augmentation through consultant support.

Comment 4. Page 27. Towards the bottom of the page, items 11 and 12 both reference Task 25/405 Complete Streets Technical Assistance Program Pilot and states that the work was initiated in "FY 2024." Is this an error? Task 25/405 is from the FY 2025 UPWP which would have been initiated in FY 2025.

The official Notice to Proceed for Task 25/405 Complete Streets Technical Assistance Program Pilot was issued on October 31, 2024, with a kick-off meeting held on November 7, 2024. The Demonstration Materials Lending Library has not yet been initiated, and the reference to FY 2024 was incorrect. The text within Activities 11 and 12, referencing the state fiscal year, has been updated to reflect FY 2025. SJTPO appreciates NJDOT's careful review of the text to call attention to the error.

Comment 5. Page 47. Regarding Task 26/151: Public Engagement & Communication, because SJTPO has occasionally experienced weak public participation, SJTPO may want to consider out-sourcing some of this work to a consultant.

For consultant-led efforts, such as those listed in Section 5. 26/400: Technical Program, which includes a public outreach component, SJTPO relies on the expertise of the consultant team to develop and execute public outreach-related tasks.

Regarding updating SJTPO's federally required plans and documents, SJTPO internally manages public outreach-related tasks. In the past, SJTPO has found it difficult to garner public interest when holding public comment periods and meetings for its plans and documents. To improve this

lack of public interest, SJTPO has recently begun investigating whether incentives such as light refreshments at public meetings, childcare activities at public meetings, and financial incentives for participating in the public outreach process work to garner more interest. This effort is still relatively new for SJTPO, so staff cannot determine whether the incentives are impactful.

The next public outreach effort will be for the Transportation Improvement Program (TIP) this Summer. SJTPO is working with a consultant through the Staff Augmentation effort to develop the TIP. SJTPO will handle much of the public outreach internally but anticipates seeking guidance and feedback from the consultant team to determine the proposed outreach strategy and meeting details.

Recommendations and insights from the consultant team on strategies to enhance public engagement will be applied to the TIP and future initiatives.

Comment 6. *Page 63. Regarding Atlantic County's Task III Supportive Studies, the fourth paragraph on page 63 states that "Atlantic County will select a consultant to complete the work described above. All work completed by the consultant will be paid by Atlantic County and will not utilize federal funds made available through the SJTPO and Subregional Planning Work Program." The FY 2026 UPWP shows that \$76,000 in federal funds are dedicated to Atlantic County for Task III. Can you explain why Atlantic County chooses not to use the federal funds for their Task III effort?*

Traditionally, Atlantic County has chosen not to utilize federal funds for payment to the consultant preparing the Task III Supportive Studies. Instead, it has utilized those funds to offset the salaries of department staff working in-house on that effort. However, in light of recent in-house staff losses dedicated to the performance of Task III activities and the fact that it is becoming increasingly challenging to hire replacements for these individuals, Atlantic County will utilize its Task funding III allocation to include both staff salaries and development of the Task III study.

Comment 7. *Page 68. Cape May County has two vacant Senior Planner position and there is a job posting since September on their website for a Senior Planning Aide. Has anyone been hired yet for this position?*

Cape May County shared that it has had one Senior Planner position open since last Fall and has not filled the position. The county is actively accepting and reviewing applications but has not found a suitable candidate as of this date. The vacancy arose due to the promotion of a team member.

The second Senior Planner position is anticipated to be vacant upon the retirement of Leslie Gimeno, Planning Director, effective March 1, 2025.

FHWA New Jersey Division Comments – January 21, 2025

FHWA does not have any further comment at this point. No response is necessary.

FTA Region 2 Comments – February 5, 2025

FTA does not have any comments on the UPWP. No response is necessary.

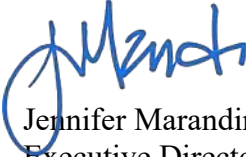
Megan Fackler, Director

February 24, 2025

Page 4

I trust that the above responses adequately address the comments of NJDOT related to the review of SJTPO's FY 2026 UPWP. The TAC is seeking a recommendation for Policy Board approval on March 10, with Policy Board consideration on March 24. Please do not hesitate to reach out with any questions or additional concerns. Thank you for your review.

Sincerely,



Jennifer Marandino, P.E.
Executive Director

JM/nh

c: Annaliese Luft, Senior Accountant SJTA *via email only*



Appendix I. SJTA Travel Policy



SOUTH JERSEY TRANSPORTATION AUTHORITY Policies and Procedures

717-Policy on Travel and Other Reimbursable Expenses

Effective Date: 9/1/12

The following policy is to outline applicable procedures for all Authority employees regarding the reimbursement of expenses incurred while conducting Authority business at locations other than on Authority property.

I. GENERAL AUTHORITY POLICY

It is the policy of the Authority to follow the travel and associated reimbursement guidelines of the State of New Jersey, Department of the Treasury, Office of Management & Budget (“OMB”) Circular for Travel Regulations. **In the event there is an inconsistency between the contents of this policy and the most recent OMB, the intent of the most recent OMB Circular on Travel Regulations shall prevail.**

Expenses incurred to attend meetings, seminars, conferences or organizations to which the Authority belongs or in which the Authority has an interest are reimbursable business expenses when incurred in accordance with this policy. Actual reimbursement will be subject to specific allowances and conditions as set forth in this policy. In addition, travel shall be limited to those events deemed necessary for the Authority.

II. DEFINITIONS

- 1) “Chief of Staff Determination” - The formal decision of the Chief of Staff, as designated by the Executive Director, is required for all travel and will serve as authorization for the employee to participate in the event.
- 2) “Departmental Authorization” - The signature and title of the Department Director is required.
- 3) “ELO Officer Signature” – The Ethics Liaison Officer’s signature or their designee is required to determine eligibility to travel and/or attend an event. The Travel Coordinator will facilitate ELO approval.
- 4) “Request for Approval for Attendance at Event” – This form is required to be submitted along with either the Travel Authorization form or the Request for Attendance to Seminars/Events form. This form is required by the State Ethics Commission.
- 5) “Request for Attendance to Seminars/Events” – This form is required to be submitted during the approval process for One-Day travel only.
- 6) “Transportation” - Transportation is meant to include all necessary official travel on railroads, airlines, buses, taxi cabs, rental cars and other usual means of transportation. The provisions of this section apply to all travel, whether for regular Authority business or attendance at conventions, conferences, staff training and seminars.
 - a) Authority Vehicles - Use of Authority owned vehicle is to be the *first means of ground transportation*. The Authority’s prevailing Vehicle Use Policy is to be

adhered to and Authority-owned vehicles must be operated in accordance with the regulations and instructions promulgated. Please note the following:

- i. Operators of Authority-owned vehicles are responsible for payment of fines for parking or moving motor vehicle violations while engaged in official Authority business or for damage to or loss of personal property of employee.
 - b) Personal Vehicle - (Mileage Basis) - Reimbursement for personal vehicle use will be at the "per mile" rate authorized by the State Appropriations Act for business use of automobiles, provided such mode of travel is previously approved by the Department Director or designee.
 - c) General - Reimbursement for travel to points outside the state by automobile may be permitted when such arrangements prove to be more efficient and economical than other means of public transportation. In determining the relative costs of private and public transportation, all associated costs (i.e. tolls, taxicabs, airport or station transfers, etc.) should be considered.
- 7) "Travel" - Travel is to include attendance and/or participation at meetings, seminars, conferences, conventions and training conducted at ANY location other than on Authority property. All travel in connection with official Authority business, whether same day or overnight must be approved by the employee's Department Director or designee, the Ethics Liaison Officer (ELO) and the Chief of Staff. All applicable travel types are listed and defined in the prevailing OMB Circular and include but may not be limited to:
- a) In-State Only
 - i. Staff Training and Seminars
 - ii. Conventions and Conferences
 - iii. Authority Sponsored Events
 - iv. Regular Authority Business
 - v. Retreats
 - b) Out of State - *All out-of-state travel must be approved by the Department Director before a business trip is authorized and must meet the following criteria (no exceptions).*
 - i. Federally Mandated Events
 - ii. Federally Funded Events
 - iii. Third Party Funded Events
 - iv. Training Required for Certification
 - v. Licensing or Professional Development
 - vi. Non-Discretionary Travel
 - vii. Homeland Security/Economic Development Event

- viii. Travel to Obtain Federal Funding
- ix. Local Same Day Travel

- 8) "Travel Authorization Form" – This form is required to be submitted during the approval process for any travel that is longer than one-day in duration and/or requires reimbursement for personal expenses.
- 9) "Travel Coordinator" – The Person(s) designated to facilitate obtaining all necessary approvals for desired travel or attendance at events. The Travel Coordinator is responsible to ensure that all purchasing requirements are met and that all travel requests are consistent with the appropriate State Travel Regulations.

III. PROCEDURES

ALL TRAVEL IN CONNECTION WITH OFFICIAL AUTHORITY BUSINESS WITH AN AGGREGATE COST IN EXCESS OF \$250.00 PER PERSON MUST BE APPROVED BY THE GOVERNOR'S OFFICE PRIOR TO SUCH TRAVEL (NO EXCEPTIONS).

The following procedures describe each step required for an employee who plans on attending an event. Employees may not travel or attend an event that is not approved in advance by the GAU if required and subsequently approved by the Executive Director, Chief of Staff or designee. The following procedures apply:

- 1) Employees must complete either a "Travel Authorization Form" or a "Request for Attendance To Seminars/Events" and a "Request for Approval For Attendance At Events" form. *Refer to section IV. Timelines below for any applicable time restrictions that may impact approval.* Separate travel and/or seminar approval forms are required for EACH attendee.
- 2) In addition to the required forms, each request must be accompanied the following:
 - a. Description of the event – Descriptions can include brochures, catalogs, website print-outs, agendas, etc.
 - b. Justification - Detailed justification should include information such as relevance of the material to be covered at the event, both to the Authority and to the individuals selected to attend. The explanation should also address the need for the number of participants selected to attend. If Governor's Office approval is required, a detailed memo outlining the event details, all costs, event description and justification for participation must be drafted and provided.
 - c. Date(s)
 - d. Location
 - e. Time
 - f. Cost
 - g. Funding - The account number and account description that will be used to pay the costs of the event are to be listed. In estimation costs, the per diem allowances for lodging, meal expenses, etc. must be followed.

- 4) If the Authority or a travelling employee pays for travel expenses in advance, it is the responsibility of the employee to be aware of the cancellation deadlines.
 - a. If the employee is unable to attend the approved conference or seminar, etc., they must advise the travel coordinator prior to the cancellation deadline. If ample notice of cancellation is not provided and the deadline passes, any cancellation charge or prepaid expense becomes the responsibility of the employee unless authorized by the Executive Director or designee.
 - b. Charges which are the result of failure to cancel may be deducted from subsequent travel expense reimbursements.
- 5) Reimbursements – Reimbursements for employee expenses related to travel or attendance at seminars/events must be submitted no more than thirty (30) days in which the employee incurred expenses to be eligible for reimbursement. Reimbursements are also subject to the following:
 - a. No expenses related to the travel may be incurred without the approval of the Executive Director, Chief of Staff or designee.
 - b. If approval has not been granted by the date of the event, employees will not be permitted to attend.
 - c. Required Documentation - Receipts are required for all reimbursements including but not limited to hotel expenses and meal expenses.
 - d. Lodging and meal expenses are calculated under the approved per diem allowances as outlined in the most recent OMB Circular on Travel Regulations.
 - e. The following expenses are not allowable:
 - Charges for alcoholic beverages
 - Charges for laundry, valet service, and entertainment
 - Reverse telephone charges or third party calls
 - Charges for telephone calls applying for or inquiring about leaves of absence or extensions thereof, inquiring as to payment of salary or expense vouchers, or calls concerning any matter of a purely personal nature.
 - Recall of an employee to duty during a period of leave of absence shall be avoided, except in cases of extreme emergency.

V. OTHER REIMBURSABLE EXPENSES

The following is to capture and outline applicable procedures for the reimbursement of other personal expenses outside of travel related events incurred while conducting Authority business.

- 1) Business Meal - All meal expenses must be accompanied by a receipt showing the date. Use of a credit card will guarantee an adequate receipt. The following items must be detailed on the employee reimbursement to support any business meal expense:
 - Cost (excluding sales tax and alcohol) but inclusive of tip
 - Name and location of restaurant
 - Names, titles and business relationships of all persons attending
 - Business purpose

- 2) Refreshments for Meetings – All measures to properly procure necessary items in advance in order to provide sustenance for any type of inhouse or offsite meeting should be followed. However, in the instance that it becomes necessary to personally purchase such items, the detail listed in 1) must be provided along with a justification.
- 3) The Authority is tax exempt and as such, any State of NJ sales tax charged is not a reimbursable expense by the Authority, therefore sales tax is to be manually deducted from the amount requested for reimbursement.



CIRCULAR

STATE OF NEW JERSEY

DEPARTMENT OF THE TREASURY

NO.: 12-14 -OMB	ORIGINATING AGENCY: OFFICE OF MANAGEMENT AND BUDGET	PAGE 1 OF 21
EFFECTIVE DATE: 06-25-12	EXPIRATION DATE: INDEFINITE	SUPERSEDES: 11-05-OMB
SUBJECT: TRAVEL REGULATIONS (THESE REVISED REGULATIONS SUPERSEDE ALL PREVIOUS TRAVEL REGULATIONS)		
ATTENTION: DIRECTORS OF ADMINISTRATION AND CHIEF FISCAL OFFICERS		
FOR INFORMATION CONTACT: STATE AGENCIES - MICHAEL BELL LOCAL SCHOOL DISTRICTS – DAVID JOYE TRAVEL CARD – AFRICA NELSON		PHONE: (609) 292-4826 (609) 984-4900 (609) 984-6233

Changes to Circular 11-05-OMB include the elimination of the requirement of the State's Chief Technology Officer to approve IT-related training, updated policies and procedures regarding the use of State-contracted rental vehicles, relaxation of rules regarding rail travel in the Northeast Corridor, and all travel reimbursements will be paid through direct deposit. There continues to be restrictions on out-of-state travel.

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I. GENERAL

A. PURPOSE

This circular communicates the State's regulations regarding travel. It does not address entertainment, which is covered under Circular 11-09-OMB, Entertainment, Meals, and Refreshments.

B. AUTHORITY

1. These travel regulations are promulgated under the authority of N.J.S.A. 52:19-10.
2. These regulations are intended to serve as universal standards, which must be applied to travel transactions throughout State government, including authorities, boards, and commissions. This circular together with any directives or policies issued by the Office of the Governor concerning travel constitute the State's travel regulations.
3. These regulations cover most travel requirements that arise in the normal operation of State government. Should situations arise that are not specifically addressed by these regulations or if exceptions to these regulations are required, the advance approval of the Director, Office of Management and Budget (OMB), is necessary.
4. In those instances where travel expenses are authorized by statute for other than State employees, but the statute is silent as to amount, these regulations are applicable.
5. Unless per diem or other specific travel expenses for employees are dictated by New Jersey Statutes or the New Jersey Administrative Code, these regulations are applicable.
6. If any condition in a negotiated contract, in any administrative regulation or in any statute is in conflict with these regulations, the provisions of the contract, regulation or statute would prevail.
7. If any directives or policies issued by the Office of the Governor contradict the provisions of this circular, the Office of the Governor's directives or policies would prevail.
8. Pursuant to P.L. 2007, c.53, these travel regulations are applicable to local school districts except as otherwise provided in that statute. The Commissioner of Education is authorized, however, to grant waivers for overnight travel for school board members and school district employees to attend in-state conferences pursuant to guidelines issued by the Department of Education.

C. POLICIES AND PROCEDURES

1. Each department must prepare internal departmental travel policies and procedures as they pertain to its particular circumstances, incorporating the regulations contained herein, and including such additional rules as may be required.
2. Procedures must include, but not be limited to the following issues:
 - The Department Head's designation of alternate approval authority
 - Type of documentation required to justify the number of employees attending an event and the benefits to be derived from their attendance
 - Levels of approval required prior to the commencement of travel
 - Compliance with the New Jersey Comprehensive Financial System (NJCFS) Travel Module requirements
 - Agency specific mileage reimbursement
3. There shall be no conflict between these regulations and those promulgated by the department.
4. All travel regulations promulgated by agencies must be in conformance with any directives or policies issued by the Governor's Office concerning travel on State business.

II. RESPONSIBILITIES

A. State Agencies

1. Department Heads are responsible for administering the travel budgets provided to their agencies at the beginning of each fiscal year.
2. Department Heads are responsible for ensuring full compliance with the provisions of these travel regulations and those contained in the Travel Module of the NJCFS.
3. Agencies are responsible for reviewing and approving all travel accounting transactions submitted by State employees for expenses anticipated and/or incurred in the course of travel on official business.
4. All travel authorization documents must be processed PRIOR to an employee's date of attendance at an event or departure on a trip.
5. Agencies are responsible for the adequacy of documentation of transactions processed by their staff and the retention of that documentation to permit audits of their records by the Office of the State Auditor, OMB, and other auditors.

B. Office of Management and Budget

1. The Director reserves the right to amend these regulations as conditions warrant and may establish differential per diem rates for specific geographic areas.
2. The Director may also waive or grant exception to any provision of these regulations under special, unique or emergency circumstances.

III. TYPES OF TRAVEL

- A. Staff Training and Seminars: This category includes all regularly scheduled, formal residential or non-residential training functions, conducted at a hotel, motel, convention center, residential facility, or at any educational institution or facility. Training to maintain a certification that is not required as a condition of employment is not authorized. For example, a CPA will not be reimbursed for attending a training class specifically to obtain CPE credits if that employee is not required to be a CPA for continued State employment.
- B. Conventions and Conferences (sponsored by professional associations): This category is distinct from formal staff training and seminars, although some training may take place at such events. These are general programs, held on a regular basis, which address subjects of particular interest to an agency or are convened to conduct association business. The primary purpose of employee attendance at conferences and conventions is the development of new skills and knowledge in a particular field related to State government operations.
- C. Agency Sponsored Events: This category includes conferences, conventions, receptions, or special meetings, where the agency plans, develops, implements, and coordinates the event. The agency is the primary financial backer of the event. Agency employees are actively involved in working at the event. In addition to those employees who are working at the event, other employees may attend as participants.
- D. Regular State Business: This category includes all regular official business travel, including attendance at meetings, conferences and any other gatherings that are not covered by the definitions included above. An example involving conferences/conventions would be when an employee is managing a booth or giving a presentation and is not an attendee of the event.

- E. **Retreats:** Retreats are meetings of State employees, held away from the normal work environment, at which organizational problems and procedures are discussed. If available, State facilities must be used. If not, procedures set forth in Circular 11-10-DPP, Delegated Purchasing Authority, must be followed. All expenditures related to retreats must be paid through the Expenditure Module of the NJCFS. Use of the Travel Module is not required. Travel expenses related to retreats are authorized under the same conditions and under the same limitations as other types of travel related to official State business. These expenditures will be reviewed by OMB on a regular basis.

IV. APPROVAL PROCEDURES

- A. All travel in connection with official State business must be approved by the Department Head or authorized agents. Additionally, Department Heads are responsible for ensuring strict compliance with travel approval procedures.
- B. All out-of-State travel must be approved by the Department Head (or authorized agent) and must meet the following criteria (no exceptions):
1. **Federally Mandated Event:** Participation in these events is specified in the language of a federal grant and is one of the conditions that the State must satisfy to receive federal funding. The language of the federal grant award must specify the type of event and that the participation is a condition of the award.
 2. **Federally Funded Event:** Frequently, federal granting agencies fund attendance by State employees at conference, training, or other events that relate to the grant program. However, before allowing such travel, the State department or agency must make a written determination that (1) the cost of attending such an event would not be better spent for program purposes, if such an option exists, and (2) any hidden costs to the State such as employee absences to attend the event, State match funding for the federal grant, etc., are minimal.
 3. **Third-Party Funded Event:** Third parties may agree to pay for participation at an event by State employees who will serve as speakers, presenters or panel members. Documentation of this type of payment arrangement should be on the third party organization's letterhead and be retained with the department's or agency's records. Travel of this type of event is permissible only if the third party funds the entire cost of the employee's attendance.
 4. **Training Required for Certification, Licensing, or Professional Development:** This type of training is required to achieve certification, licensing, or continued professional growth of agency staff that is a requirement of continued employment within the agency or department. Examples would include Department of Transportation staff required to perform structural inspections where regulations specify that those inspections must be performed by certified inspectors, Department of Environmental Protection staff whose responsibility it is to evaluate pollution abatement systems and who must be certified or licensed to test those systems, or Department of Corrections staff participating in a conference hosted by a nationally recognized professional organization.
 5. **Non-Discretionary Travel:** Travel that is required in order to conduct the normal business functions of an agency and its staff is considered non-discretionary. Examples include out-of-state Division of Taxation Auditors who are required to visit sites outside New Jersey to conduct various tax audits and Material Inspectors working for the Department of Transportation who also are required to conduct their work at locations in other states.
 6. **Homeland Security/Economic Development Event:** Travel that is undertaken by a State employee whose duties include homeland security responsibilities and that is directly related to homeland security or travel that is undertaken to feasibly bring economic opportunities to the State. Travel must be in such a situation that the outside entity cannot travel to New Jersey.

7. Travel to Obtain Federal Funding: Travel to Washington, D.C. that is directly related to efforts to obtain federal funding for the State.
8. Local Same Day Travel: Travel to New York City or Philadelphia metropolitan areas but only if (1) the travel does not include an overnight (hotel) stay, (2) the amount of any reimbursement for gas, tolls, etc. does not exceed \$50 per day, and (3) registration fees do not exceed \$100 per person.

C. Governor's Office Approval is required for the following travel:

1. Per person travel exceeds \$ 3,500 for one travel event
2. All travel outside of the United States (regardless of amount)
3. All Commissioner Level (Department Head) travel (regardless of amount or purpose)

If it is determined that Governor's Office approval is required, the approval must be obtained at least 15 business days prior to the event date(s) and prior to any other travel document being processed or event code requested from OMB. (See the Governor's Office Approval Procedures, Section V, for more information.)

- D. Event Codes are required for all types of travel. Agencies must request OMB to establish an event code on the NJCFS Travel Event Table (EVNT) by submitting the request form (Attachment C) at least 15 business days prior to the event date(s). Event codes are not required for mileage reimbursement and for the reimbursement of fueling costs when making use of a State-contracted rental vehicle. OMB will closely monitor event code requests to ensure compliance with travel regulations. The establishment of an event code does not constitute travel approval.
- E. If an event has a total cost that exceeds \$5,000, regardless of the number of attendees, or more than five individuals from the department are to attend, the approval of the Director, OMB must be obtained and an OMB override must be applied to increase the Event Agency Table (EVAG) to permit the travel authorization to be processed in the NJCFS Travel Module.
- F. Documentation requesting increases to the EVAG must be submitted to OMB for approval at least 15 business days prior to departure to allow for the review of the request. Such requests must include the following information:
1. Event code, name, and dates of event.
 2. A list of employees to attend and their titles.
 3. Justification of the importance for these individuals to attend the event.
 4. Estimated cost associated with travel. (shared lodging arrangements are recommended and must be listed on the request)
 5. Copy of agenda or itinerary for travel and subsequent schedule of events.
 6. In the case of training to maintain a certification, evidence that such training is required as a condition of employment.
 7. Account number and funding source – federal, state, revolving fund, etc.
 8. In the case of annual events, total attendance and cost for previous year.
 9. Governor's Office approval, if applicable.
- G. Occasionally situations arise in which an employee traveling on State business cannot obtain prior approval of the Department Head sufficiently in advance of the departure date.
1. In those instances, justification must be included in the text of the travel authorization transaction entered into the NJCFS.
 2. Approval of the Department Head must be obtained in all such cases after the travel event has been concluded.

3. Travel to conferences, conventions and symposiums are not considered to be emergencies and must not be approved after the fact. "After-the-fact" travel to conferences, conventions, and symposiums will not be reimbursed.

H. Lump sum payments for agency-sponsored events must be paid through the Expenditure Module of the NJCFS. Use of the Travel Module is not required. However, travel related to State employee attendance at these events is subject to these travel regulations and must be processed through the NJCFS travel module. If the per-person cost is not easily attainable based on lump-sum payments, the agency should use the fair market value cost charged to non-State participants in order to determine cost per employee for registration, hotel, meals, etc. Simply paying for hotel, meals, catering, etc. as a lump-sum payment does not preclude the agency from having to determine a cost allocable to each State employee who attends.

V. GOVERNOR'S OFFICE APPROVAL PROCEDURES

- A. If it is determined that Governor's Office approval is required, the following documentation must be submitted to the Governor's Office via fax at 609-292-0851 at least 15 business days prior to the event date:
 1. Completed Travel Exception form (Attachment B).
 2. Copy of agenda or itinerary for travel and subsequent schedule of events.
 3. Estimated costs associated with the travel.
 4. Justification of the importance for individuals to attend the event.
 5. Signature and title of the Department Head or Chief of Staff who approved the travel within the Department and telephone and fax numbers where he/she can be reached.
 6. Departmental Ethics Policy form with signature of approval from the Ethics Officer of the Department.
- B. The formal decision of the Governor's Office will be entered at the bottom of the Travel Exception form with official signature and faxed back to the agency. If approved, this will serve as authorization for the department to participate in the travel event and to obtain the necessary travel event codes and overrides from OMB. Agencies must adhere to all rejections, limitations, and amendments that are included in the Governor's Office determination.

VI. BLANKET AUTHORIZATIONS

- A. Authorizations are sometimes established in the Travel Module of the NJCFS to facilitate an agency's processing of transactions for certain non-traditional travel arrangements. These "blanket travel authorizations" permit an agency to provide the necessary travel arrangements, on what is frequently short notice, without the requirement of entering a series of new travel transactions for each occurrence.
- B. Blanket travel authorizations may only be established by agencies with the prior approval of the Director, OMB.
- C. The three sets of circumstances for which blanket travel authorizations will be permitted are described below along with instructions as to which event codes and employee numbers must be used on the travel authorization transactions for each type of blanket authorization.
 1. Type 1 – Non-State Employee
A blanket travel authorization may be established for the transport of individuals who are not employees of the State of New Jersey. This type of authorization is intended to help agencies

to comply with their mandated responsibilities to transport patients in State institutions or dependent children in the State's custody and is to be used for air/rail costs only. Other expenses that may be incurred by these individuals may not be reimbursed through the Travel Module but must be reimbursed through the use of standard invoices.

Type 1 blanket authorizations must reference the special event code that agencies request OMB to establish for this purpose. When entering the travel authorization transaction, the agency's identification number must be entered in the employee number field. This number is established on the vendor table for each agency (most agencies use the number 216000928 followed by a two-digit number that identifies the specific agency). The appropriate object code must be used for each category of expense.

2. Type 2 – Group Attendance

The second type of blanket travel authorization is designed to allow an agency to provide for the attendance of more than five staff at a single event, such as a conference. This type of blanket authorization may be used for registration costs only. By using the blanket authorization, the agency avoids having to enter separate authorizations for each employee attending, eliminates the cost of generating a separate check for each employee and presents the provider with a single check.

Type 2 blanket authorizations must reference the actual event code that has been established on the EVNT for that conference. As with Type 1 blankets, the agency's identification number must be entered in the employee number field. Object code 3020 "Conferences/Conventions" must be entered on these authorizations.

3. Type 3 – Individual on State Business – All-Year Travel

The third and final type of blanket travel authorization is intended for employees conducting State business and whose work, by its nature, requires frequent and recurring travel. This may include auditors, bank examiners, inspectors and any other employees who meet these criteria.

Type 3 blanket authorizations must reference the special event code that agencies request OMB to establish for this purpose. The first two characters of the four-character event code will be AY, indicating that the code is for All-Year travel and will be used throughout the year for this purpose. The individual's employee identification number must be entered in the employee number field. The appropriate object code must be used for each category of expense.

VII. FUNDS FOR TRAVEL

A. Travel Card

1. The State of New Jersey has a contract with a private provider to administer the State travel card program for agencies. The program is designed to provide agencies with a convenient and efficient payment system for expenses incidental to official State business travel.
2. Use of the State travel card must be in conformity with the regulations set forth in the Division of Purchase and Property Travel Card Program Circular.
3. The State travel card is to be used for official travel expenses incurred by agencies in the conduct of State business, including the purchase of airline tickets, rail tickets, and State-contracted rental vehicles.
4. Use of the travel card for personal employee expenses is not allowed.
5. It is the agency's responsibility to pay the monthly charges that appear on the travel card invoice as outlined in the Division of Purchase and Property Travel Card Program Circular.

B. Travel Advances

1. Agencies are encouraged to minimize the use of cash travel advances and instead use the agency State travel card for employee travel expenses. Only in cases of emergency will checks be issued for travel advances.
2. The amount of advance an employee is entitled to must be calculated based on the total authorized amounts in the hotel, meals and miscellaneous fields of the travel authorization document.
3. No advance may be issued where authorized expenses total less than \$250. For expenses that exceed \$250, the Department Head may, at his discretion, authorize advances of up to 75% of such anticipated expenditures.
4. When the required travel involves stays of considerable duration, such advances shall not cover anticipated expenditures for periods in excess of one month.
5. A travel expense settlement must be processed within 30 calendar days of completed travel. Failure to properly account for actual expenses within the 30-day period may foreclose any additional advances as determined by the Director, OMB.
6. All travel advance payments to employees must include details of the calculation of the advance on the Travel Voucher Text Table (TVTX).
7. In the case of employees participating in recurring travel that requires issuance of sequential advances, it may be necessary to add a line to the original travel authorization transaction to issue additional advances.

C. Air and Rail Tickets

1. The purchase of air and non-local rail tickets must be made through the use of the State's travel card.
2. Since the ticket purchase is made with an authorized account number, adequate internal controls are required to safeguard that information.
3. Air and rail tickets must be purchased via the internet using airline websites or online travel services such as Travelocity, Expedia, or Hotwire. The use of travel agents is not permitted.
4. Air and non-local rail tickets may not be charged to an employee's personal credit card.
5. Further guidance on air and rail travel is provided in Section VIII.

VIII. TRAVEL METHODS

- A. When used in these regulations, the term "transportation" is meant to include all necessary official travel on railroads, airlines, buses, taxicabs, rental cars and other usual means of transportation.
- B. The provisions of this section apply to all travel, whether for regular State business or attendance at conventions, conferences, staff training, and seminars.

C. Air Travel

1. Air travel is authorized when it is determined that air transportation is advantageous to the conduct of State business.
2. All agencies, with the exception of the Office of the Governor and the Legislative and Judicial Branches, must obtain airline tickets in accordance with Circular 11-10-DPP, Delegated Purchasing Authority (DPA), and the department's internal policies and procedures.
3. The most economical air travel must be used, including the use of discounted and special rates.

4. In addition, it is recommended that at least the following options be considered when booking tickets:
 - Connecting versus nonstop flights
 - Departing earlier or later compared to the preferred departure time
 - Utilizing alternative airports, i.e. Chicago Illinois Midway Airport versus O'Hare Airport
 - Utilizing alternative cities, i.e. Newark versus Philadelphia
 - Utilizing "low cost" airlines
 - Exploring alternate arrival and/or departure days
 - Cost of baggage fees
 - Premium charges for window and aisle seating
5. Any benefits that are earned as a result of State funding (such as future travel or financial vouchers given to individuals by carriers for flight delays) must be relinquished to the State. Employees are prohibited from receiving "Frequent Flyer" benefits accruing from State-funded travel.
6. Charges for classes of service other than economy (i.e., Business or First Class) are to be considered privileged and ineligible except when travel in such classes:
 - Is less expensive than economy
 - Avoids circuitous routings or excessive flight duration
 - Would result in overall transportation cost savings
7. Cost estimates on travel authorization transactions entered into the NJCFS should be realistic in terms of airline tariffs currently in effect. Travelers must adhere to rules governing special fares.
8. Justification may be required by the Department Head when actions by a traveler result in additional expenses incurred by the State.
9. Travel authorizations requiring OMB approval must be processed by the agencies as soon as it has been determined that travel is necessary. Requests requiring OMB approval must be received no later than 15 business days prior to departure. Airline tickets must not be booked until all necessary approvals have been obtained.
10. Justification must accompany requests for airline ticket reimbursement when purchased by employees contrary to this procedure.
11. Baggage fee reimbursement is limited to one bag per employee, per flight. Excess weight, oversized, or additional bag charges will not be reimbursed.
12. Employees must use the most economical parking available when traveling by air. The use of short-term parking is strictly prohibited.

D. Rail Travel

1. When it has been determined to be advantageous to the conduct of State business, the most economical scheduling of rail travel is to be used, including excursion and government discounts, whenever applicable.
 - The use of Amtrak will not be authorized unless it is the only means of travel available.
 - The use of high speed rail services, such as Acela, will not be authorized.
 - The use of Amtrak Auto Train is not authorized.
2. The purchase of local rail tickets (i.e., travel between cities less than 100 miles apart) should be obtained by the agency using the State travel card. Only with authorization, can tickets be charged to a personal credit card or paid in cash, to be reimbursed at the conclusion of the travel event.

E. Cruises

1. Participation in a conference, meeting or training event that is presented on a cruise ship is prohibited. Travel on a cruise ship as transportation to an event is also prohibited.

F. Ground Transportation Involving Airports or Trip Destinations

1. Travel to and from airports and downtown areas should be confined to regularly scheduled shuttle service, whenever such service is less costly than taxicab service. If shuttle service between the airport and downtown destination is not available, taxicabs may be used. Necessary taxicab charges are permitted when mass transit facilities are not available.
2. Car rentals, either used for airport transportation or transportation at a conference, convention, etc., unless absolutely necessary for the conduct of State business, are neither authorized nor reimbursable. Justification must accompany any request for car rentals for such purposes. If approved, the Nationwide Vehicle Rental Services Contract is to be used. An example of the justified use of car rental is when an employee is out of state, making inspections at various locations, and the use of public transportation is impracticable. When car rental is authorized, the agency should use the State's travel card.
3. The rental of a "stretch limousine" is neither authorized nor reimbursable.

G. Special Conveyances

1. The rental or hire of a boat, aircraft or other special conveyance is allowed only when public or regular means of transportation is not available or when such regular means of transportation cannot be used advantageously in the interest of the State. In such cases, prior approval of the Department Head is required. A satisfactory explanation must accompany these requests for approval.
2. If the hire of a special conveyance requires payment by the traveler of incidental expenses connected therewith, such payments must be made first, if practical, by the person furnishing the accommodation, or his operator, and itemized in the bill.
3. Charges for the hire of a conveyance owned by another State employee or by a member of the traveler's family, or by a member of the family of another State employee are not allowed. Special Conveyance expenses under such conditions may be paid only if:
 - A satisfactory explanation is furnished showing that the conveyance was not so procured because of the personal or official relationship.
 - It was impractical to otherwise procure.
 - The member of the family so furnishing the conveyance was not dependent upon the traveler for support.
 - The cost was not more than would have been incurred if hired from commercial sources.

H. Transportation by Personal Vehicle (Mileage Basis)

1. Use of a State-owned vehicle or a State-contracted rental vehicle is the preferred means of ground transportation. Mileage reimbursement for the use of a personal vehicle is not permitted when a State-owned vehicle is available or when a State-contracted rental car is more cost effective.
2. If a State-owned vehicle is not available or a State-contracted rental car is determined to be less cost effective on designated travel days, a personal vehicle may be used for official business.
3. Mileage allowance in lieu of all actual expenses of transportation is allowed for an employee traveling by his own automobile on official business at the rate authorized by the State Appropriations Act, provided such mode of travel is previously approved by the Department Head or an authorized agent.
4. Normal commutation expense must be deducted when calculating mileage allowance.
5. Parking and toll charges are allowed in addition to mileage allowance.

6. Reimbursement for travel to points outside the State by automobile shall be permitted when such arrangements prove to be more efficient and economical than other means of transportation.
7. In determining the relative costs of private and public transportation, all associated costs (i.e., tolls, taxicabs, airport or station transfers, etc.) should be considered.
8. All employees using privately-owned cars in the performance of their duties for the State of New Jersey must present a State of New Jersey Insurance Identification Card indicating that insurance coverage is in full force and effect with companies approved by the New Jersey Department of Banking and Insurance and the card must be made available to the Department Head or his authorized agent before authorization is given to employees to use their privately-owned cars.
9. Employees who are out-of-state residents must provide appropriate insurance identification in lieu of the New Jersey Insurance Identification Card.

I. Transportation by State-Owned Vehicle

1. Guidelines for the management, control and regulatory supervision of State-owned vehicles are set forth in Circular 12-11-ADM, State Vehicular Assignment and Use Policy.
2. State-owned vehicles must be operated in accordance with the regulations and instructions promulgated, as appropriate, by said agencies.
3. Operators of State-owned vehicles are responsible for payment of fines for parking or moving motor vehicle violations while engaged in official State business per Circular 10-07-ADM, State Vehicle Parking Violation Control Policy.
4. The reporting of accidents involving State-owned vehicles must be made in accordance with procedures set forth by the Central Motor Pool, the Division of Risk Management, and/or individual agencies and departments.

J. Transportation by State-Contracted Rental Vehicles

1. If no State-owned vehicle is available, a State-contracted rental vehicle may be used unless the use of a personal vehicle is determined to be more cost effective.
2. Agencies should follow the procedures outlined in the DPP "Method of Operations for State Rental Cars" when making use of State-contracted rental vehicles.
6. Agencies must use their State travel card to rent vehicles for travel as outlined in the Division of Purchase and Property Travel Card Program Circular.
3. Mileage allowance is not allowed for an employee traveling by State-contracted rental vehicle.
4. Parking, tolls, and gas charges are reimbursable when a State-contracted rental vehicle is used. State issued fuel cards and credit cards cannot be used to fuel rental cars, nor may rental cars be fueled at State facilities.
5. Employees should make every reasonable effort to refuel State-contracted rental vehicles prior to returning the vehicle to the rental agency to avoid gasoline surcharges. If surcharges are incurred, and the agency determines that the employee did not make a reasonable effort to refuel the vehicle, then the agency must request reimbursement from the employee.
6. All employees using a State-contracted rental car in the performance of their duties must sign and be in full compliance of the rental agreement provided to them by the contracted rental car agency.
7. The vehicle rental contract includes insurance. No additional insurance should be purchased at the time of booking the vehicle or upon receipt of the rental vehicle. Agencies should not choose vehicle options that are not required for the conduct of State business (ex. GPS systems, DVRs, Satellite radio, etc.)
8. Accidents involving State-contracted vehicles must be reported to the Vehicle Rental Service Emergency Roadside Assistance and the Division of Risk Management.

K. Routing of Travel

1. All travel must be by the most direct, economical and usually-traveled route. Travel by other routes is allowed when official necessity is satisfactorily established in advance of such travel.
2. In any case where a person travels by indirect route for personal convenience, the extra expense must be borne by the individual.
3. Reimbursement for expenses must be based only on charges that do not exceed what would have been incurred by using the most direct, economical and usually-traveled route.

IX. OFFICIAL STATION

- A. An official station is defined as the office or headquarters provided by the State to which the employee is regularly assigned. The official station must be designated by the Department Head. Unless otherwise specified, the geographical limits of an official station are the corporate limits of the municipality where the official station is located.
- B. No reimbursement of transportation costs must be allowed between the employee's official station and place of residence. However, when necessary transportation expenses arise within the limits of an official station other than between home and office or place of duty, reimbursement for such expenses must be made as provided.
- C. When it is necessary to assign an employee to another office, headquarters or field task, the place to which the employee is assigned must be designated by the Department Head as a temporary official station. Transportation costs to such temporary official stations or work sites shall be reimbursable under one of the following travel assignments:
 1. Assignment A. If such assignments are infrequent or irregular, reimbursement shall be on the basis of total travel cost from home to the temporary station, less total normal travel costs from home to the official station. Any State employee who utilizes mass transit facilities by purchasing weekly or monthly commutation tickets or who participates in a car pool as a daily regular mode to commute to work shall be required to make the usual commutation deduction between the employee's home and mass transit facility or carpool departure location when the employee's immediate supervisor requests that the employee travel temporarily to another work site or assignment. In each case in which the exception is to be applied, the following certification, signed by the Department Head, must be included on the travel voucher:

I hereby certify that the claimant normally travels to his regular place of employment by mass transit facilities using a weekly/monthly commutation ticket or by car/van pool and that no reduction of commuting costs results from the claimant's non-use of such facilities on the dates for which full mileage or other reimbursement is claimed.

Signature _____
Title _____

2. Assignment B. Where such assignments are on a regular recurring basis and it is inappropriate to designate the employee's home as the official station (see C. below), reimbursement shall be on the basis of total travel cost from home to the temporary station or from the official station to the temporary station, whichever is less.

3. Assignment C. In certain cases, where employees normally work on field assignments but do not have regular or periodic requirements to report to an official agency station, it may be appropriate to designate the employee's home as an alternate official station for all travel except to the primary official station. In such instances, the reimbursement for all travel to field assignments shall be reimbursed on the basis of total travel cost from home, except that travel from home to the primary official station shall not be reimbursable.
- D. Agency fiscal and program officers must exercise discretion in authorizing the reimbursement plans described in Assignments B and C above to ensure equity to both the State and the employee.
 - E. Travel on non-scheduled workdays or holidays to anywhere other than the official station is reimbursable from the employee's home. If an employee is called back to work due to an emergency and is not compensated at premium rates on either a cash or compensatory time basis travel is reimbursable from the employee's home.
 - F. Meals or lodging within the limits of the official station shall not be allowed, except if provided for elsewhere in these regulations or by statute.

X. OVERNIGHT TRAVEL

- A. One-day trips are not eligible for subsistence reimbursement.
- B. No overnight travel is permitted if travel is within the State.
- C. When more than one employee of the same gender is attending an event, shared lodging arrangements are recommended.
- D. The following restrictions apply to allowable per diem reimbursements:
 1. For all official business travel, allowable per diem reimbursement for lodging and meals will be actual reasonable costs, not to exceed the federal per diem rates as established in the Federal Register for the current year. If an employee's destination is somewhere other than the locations listed in the Federal Register, then the maximum per diem allowance is \$46 for meal/incidental expenses and \$77 for lodging.
 2. The federal per diem rate schedule provides a listing of all domestic and international locations along with the amounts allowed to be expended per day for the major categories of lodging and meals/incidentals at each location. The State of New Jersey adheres to those standards in reimbursing employees for travel expenses. The federal per diem rates are published on the federal Internet web site, <http://www.gsa.gov>. This site is updated by the federal government each year; in addition, periodic individual updates are posted throughout the year. State agencies should select the most recent listing of rates listed on the appropriate web page.
 3. Departments shall patronize hotels and motels that offer special rates to government employees unless alternative lodging offers greater cost benefits or is more advantageous to the conduct of State business. Agencies must search <http://www.fedrooms.com> (and select the State Employees option) for a hotel with government rates at or below per diem rates.
 4. Receipts are required for hotel expenses. Meal expenses under the federal per diem allowance limits do not require receipts. Receipts must be submitted when per diem reimbursement for meals exceeds the federal per diem allowance.

5. Allowable reimbursements for meals for a partial period in excess of groups of 24-hour periods, including tip and sales taxes, shall be computed using the following schedule (schedules for amounts over \$71 can be found at <http://www.gsa.gov>):

	\$46	\$51	\$56	\$61	\$66	\$71
Breakfast	7	8	9	10	11	12
Lunch	11	12	13	15	16	18
Dinner	23	26	29	31	34	36
Incidentals (non-meal tips)	5	5	5	5	5	5

6. In any cases in which the total per diem reimbursement is greater than the federal per diem rates, the costs will be considered to be excessive in the absence of substantial justification accompanying the travel voucher submitted by the employee.
7. Reimbursement is approved for the full cost of an official convention meal that the employee attends, when such meal is scheduled as an integral part of the convention or conference proceedings. If a meal or meals are included in the registration fee, the allowance for said meal or meals is not eligible for reimbursement.
8. Under ordinary circumstances, no subsistence expenses are allowed at an employee's official station or residence or within a radius of ten miles from such station.
9. No reimbursement is made for meals served as part of transportation accommodations when the cost is included in the transportation charge.
10. No reimbursement is permitted for breakfast on the first day of travel.
- E. Actual subsistence expenses are not reimbursable if paid by the traveler to a member of his family, to another State employee, or to a member of the family of another State employee.
1. Subsistence expenses under such conditions may be paid only if a satisfactory explanation is furnished, showing that the expense was not incurred because of such personal or official relationship, that it was impracticable to obtain subsistence otherwise and that the member of the family furnishing the subsistence was not dependent upon the employee for support.
 2. The material facts must be reported on the travel voucher.
- F. Where, for traveler's personal convenience or through the taking of leave, there is interruption of travel or deviation from the direct route, the subsistence allowed must not exceed that which is incurred on non-interrupted travel by the most economical usually-traveled route.
- G. The time of arrival at and departure from a place is considered as the hour at which the train, airplane, boat, bus or other conveyance used by the traveler actually leaves or arrives at its regular terminal. All requests to incur reimbursable expenses involving per diem allowances must state the time of departure from and return to official station. This information must also be furnished on the travel voucher and the travel authorization transaction.
- H. If duty at a particular place within the traveler's itinerary is prolonged beyond 30 days, the travel voucher must state the approximate period covered by the duty assignment at such place or the approximate date of return to official headquarters, or both, as well as any other pertinent facts that show that this duty is temporary.

- I. If the nature and location of the work where the employee is temporarily stationed are such that meals and lodging cannot be procured there, the daily travel required to procure meals and lodging at the nearest available place is considered as necessary transportation expense. A full statement of the necessity for such daily travel must accompany the travel voucher.

XI. MEAL ALLOWANCE – SPECIAL CONDITIONS

- A. No allowance for meals is permitted for in-State travel.
- B. When an employee is authorized or assigned hours of work beyond the normal work day and performs at least three such additional consecutive hours of work that are not otherwise compensated for on either a cash or compensatory time basis, then such employees may be provided the meal reimbursement appropriate for the circumstances from the schedule below. The three hours of eligibility must not include the time used for a meal break or for travel associated with the meal break.
- C. When either of two meals can be construed as appropriate, reimbursement shall be made for the less costly meal.
- D. Reimbursement for lunch is not authorized except:
 1. When such meal is normally provided at the official station as part of the regular salary.
 2. When it is a part of the working arrangements of the particular employment. Such allowance is to be approved by the Director, OMB before implementation.
 3. For the Department of Banking and Insurance, reimbursement in the amount of \$3.50 per day for noon-day lunch is authorized for financial examiners and market examiners engaged in field examination work at the field examination site.
 4. When an employee is required to work overtime (see B. above).
 5. Light lunch and beverages for breaks for training sessions and retreats is authorized only when it is necessary that employees remain at the site (which is not the employees' official workstation). The serving of continental breakfast is not permitted.
- E. Breakfast is allowed when an employee, whose regular workday begins between the hours of 6:00 a.m. and 9:00 a.m., starts work two or more hours before the normal starting time and performs a total of at least three hours of overtime and is not otherwise compensated on either a cash or compensatory time basis.
- F. Midnight breakfast is allowed:
 1. When an employee, whose normal shift is 4:00 p.m. to 12:00 a.m. works until 3:00 a.m.
 2. When an employee, who does not receive premium overtime wages, works three or more consecutive overtime hours and midnight breakfast can be construed as the appropriate meal.
- G. Overtime Work on Saturdays, Sundays or Holidays – Breakfast, lunch and dinner allowance is authorized if an employee, whose normal work week is Monday through Friday, works on a Saturday, Sunday or holiday and is not compensated on either a cash or compensatory time basis.
 1. A minimum of 13 consecutive hours would be required to be reimbursed for the three meals. For example, an employee whose normal work hours are 9:00 a.m. to 5:00 p.m., Monday through Friday, works 7:00 a.m. (2 hours prior to the normal 9:00 start time) to 8:00 p.m. (3 hours beyond the 5:00 p.m. quitting time) on a Saturday, Sunday or holiday, is entitled to breakfast (\$5), lunch (\$7) and dinner (\$10).

2. An employee who works 9:00 a.m. to 5:00 p.m. on a Saturday, Sunday or holiday would only be entitled to the meal allowance for lunch (\$7).
- H. Official Luncheon or Dinner – Reimbursement is approved for the cost of an official luncheon or dinner that an employee is authorized by the Department Head or an authorized agent to attend, where such a meal is scheduled as an integral part of an official proceeding or program related to State business and the employee's responsibilities.
- I. Special Luncheons or Dinners – Luncheons and dinners for dignitaries shall be dealt with in accordance with Circular 11-09-OMB, Entertainment, Meals, and Refreshments.
- J. The following meal rates apply where authorized by this section:

Breakfast	\$ 5
Lunch	\$ 7
Dinner	\$10

XII. ALLOWABLE EXPENSES

- A. Allowable travel expenses are defined as those that are essential to transacting the official business of the State.
- B. Reimbursement for non-meal related tips are permitted in accordance with the per diem rate schedule for incidentals. Reasonable tips for meals are included in the per diem meal allowance.
- C. Charges for telephone calls on official business are allowed. The travel voucher must show the dates on which such calls were made, the points between which each call was made and the cost per call.
1. Employees using their home telephone or cellular telephone for State business may request per call reimbursement, less Federal Communications Tax.
 2. Calls for State business are tax exempt and the telephone company will make allowances for the tax if the employee certifies to the telephone company when paying home telephone bills that said calls were State business calls.
- D. Miscellaneous expenses not enumerated herein, when necessarily incurred by the traveler in connection with the transaction of official business, are allowed only when the necessity and nature of the expense are clearly and fully explained on the travel voucher and the voucher is approved by the Department Head or his authorized agent.
1. Whenever possible, charges for miscellaneous services must be paid by the Agency using the State travel card.
 2. Where cash payment is demanded for such services, reimbursement for the charges actually paid is allowed.
 3. Travel vouchers must be supported by receipts showing the quantity and unit price and must include a statement that cash payment was demanded.

- E. Recall of an employee to duty during a period of leave of absence shall be avoided, except in cases of extreme emergency. However, when an officer or employee who is absent from his official station on leave of absence, either with or without pay, is ordered by the Governor or Department Head to return to an official station for temporary duty and later returns to the place where such order was received, a claim for reimbursement may be submitted for the travel expenses involved in reporting to the place of duty and returning to the point from which the employee was called.
- F. The following expenses are not allowable:
1. Charges for alcoholic beverages.
 2. Charges for laundry, valet service, entertainment.
 3. Reverse telephone charges or third party calls.
 4. Charges for telephone calls applying for or inquiring about leaves of absence or extensions thereof, inquiring as to payment of salary or expense vouchers, or calls concerning any matter of a purely personal nature.

XIII. PROSPECTIVE EMPLOYEES

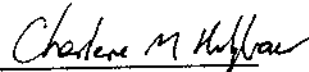
- A. Reimbursable travel expenses of prospective employees shall require prior approval of the Director, OMB.
- B. Only prospective professional and technically skilled employees who possess urgently required skills that cannot be found locally after a reasonable search and who are invited for State job interviews are eligible for reimbursement of travel expenses as outlined in this section. The positions that warrant such a search are limited to those at the cabinet level and, in rare cases, technical positions that are of such a unique nature as to warrant recruitment on a national level.
- C. Travel expenses for prospective employees are authorized under the same conditions and under the same limitations as other individuals authorized to travel in the conduct of official State business. A prospective employee traveling from home to point of interview and return is eligible for reimbursement of 60% of actual expenses. Actual expenses are subject to limitation as specified in other sections of the regulations. Interviewees must submit an invoice with receipts attached that substantiate the expenditures for which reimbursement is requested.
- D. Travel expenses within the State are not reimbursable.
- E. Agencies must process invoices for these expenses through the Expenditure Module of the NJCFS. Travel Module transactions are to be used only for reimbursement of State employees.
- F. Reimbursement for moving or other relocation expenses for employees is not authorized unless it is in accordance with Administrative Code 4A:4-7.3, Relocation Expenses. All requests for relocation expenses under A.C. 4A:4-7.3, require approval of the Director, OMB since the Appropriations Act does not provide funds for A.C. 4A:4-7.3.

XIV. RECORDS AND SUPPORTING DOCUMENTS

- A. All persons authorized to travel on business for the State must keep a memorandum of expenditures chargeable to the State, noting each item at the time the expense is incurred, together with the date it is incurred. Information thus accumulated will be available for the proper preparation of travel reimbursement requests.

- B. The travel voucher must be completed by the employee to document the details of the travel event. The travel voucher must be signed by the employee to certify to the validity of the charges for which reimbursement is sought. The form must also bear the signatures of agency officials responsible to approve the form for processing.
1. Sufficient documentation must be maintained at the department to support payment and approval of travel voucher.
 2. Documentation for requests for travel reimbursement must show:
 - The dates and individual points of travel, number of miles traveled between such points and kind of conveyance used.
 - If the distance traveled between any given points is greater than the usual route between these points, the reason for the greater distance must be stated.
 - The hours of the normal work day and actual hours worked must be shown when requesting meal reimbursement for non-overnight travel.
 3. Original receipts are required for all reimbursable expenses, except for meals that qualify for per diem allowances and for parking meters.
 4. Receipts for cash outlays must be attached to all requests for reimbursement.
 5. Personal charges appearing on a hotel bill must be deducted and the deduction shown on the bill.
 6. Shared lodging arrangements are recommended and must be outlined on the travel authorization (TE) document.
 7. Where travel is not by the most economical, usually-traveled route, the employee reimbursement request must set forth the details of the route, the expenses actually incurred, the hour of departure, the hour of arrival and an explanation for the use of costlier travel arrangements.
 8. When travel is authorized in the employee's own automobile on a mileage basis, the points between which travel was made and the distance traveled between each place must be shown. Normal commutation expense must be deducted when calculating mileage. A statement as to the ownership of the automobile or other conveyance used, as well as a certification that liability insurance is in effect, must be documented.
 9. Reimbursement requests must be supported by other receipts as the Department Head may require.
- C. Unless otherwise approved, reimbursement requests must be rendered monthly. Travel for a single travel event must be reported as soon as possible after the completion of the trip. Prompt filing of reimbursement requests will ensure timely repayment to the employee.
- D. If the total of the monthly expenses does not exceed \$25, it shall be carried over to the following month, unless the employee does not expect to incur travel expenses in the following month, has been on or is about to take a leave of absence, or whose employment has been or is about to be terminated. At the close of the fiscal year, however, even though the amount is less than \$25, a travel voucher must be submitted, since expenses cannot be carried forward into the next fiscal year.
- E. Travel reimbursement requests, which are not submitted in a sufficiently timely manner as to be processed by the close of the fiscal year shall not be payable under the "prior year liability" language contained in the annual Appropriations Act.
- F. Persons not considered regular State employees, such as board members, prospective employees and outside vendors, must make claims for reimbursement of travel expenses on a regular invoice. Similarly, employees must make claims for reimbursement of travel expenses related to retreats on a regular invoice.

- G. State employees will receive reimbursement for travel expenses through direct deposit (Express Reimbursement, Attachment D). Employees can decline direct deposit by checking the appropriate box on the State Travel Voucher (Attachment A).
- H. State employees will not be reimbursed for payments made to other State employees for travel or subsistence except in case of necessity, which must be satisfactorily explained.
- I. Agencies may develop their own version of the State Travel Voucher as long as all of the pertinent data fields are included.



Charlene M. Holzbaur
Charlene M. Holzbaur
Director



Appendix J. Policy Board Resolution

SOUTH JERSEY TRANSPORTATION PLANNING ORGANIZATION

RESOLUTION 2503-05: Adopting the FY 2026 Unified Planning Work Program (UPWP)

WHEREAS, the South Jersey Transportation Planning Organization (SJTPO) is the Metropolitan Planning Organization (MPO) designated under Federal law for the southern region of New Jersey including Atlantic, Cape May, Cumberland, and Salem Counties; and

WHEREAS, pursuant to 23 U.S.C. Sec. 104 (f) (3) et. seq. and 49 U.S.C. Sec. 1607 et. seq. MPO's are responsible for the development of a Unified Planning Work Program (UPWP) to guide the transportation planning process in the region; and

WHEREAS, the SJTPO FY 2026 Unified Planning Work Program describes the metropolitan transportation and transportation-related air quality planning activities to be undertaken by Central Staff, the Counties, consultants, and other agencies,

WHEREAS, the SJTPO FY 2026 UPWP is fully consistent with the U.S. Department of Transportation Metropolitan Transportation Planning Regulations (23 CFR part 450) which became effective May 27, 2016, as well as the current federal transportation bill, Infrastructure Investment and Jobs Act (IIJA), also known as the "Bipartisan Infrastructure Law"; and

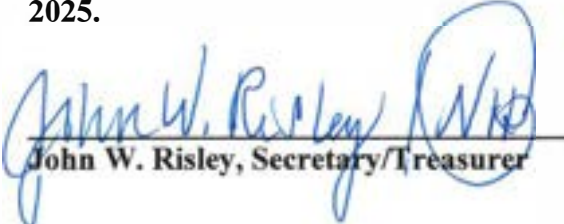
WHEREAS, the SJTPO FY 2026 UPWP includes salaries for 11 full-time and four part-time positions along with a seasonal intern, with a 2% pool for merit-based increases, subject to the discretion of the SJTPO Executive Director and approval of the SJTA Board of Commissioners, as well as a modest increase in employees' salaries which may result from a salary compensation study; and

NOW, THEREFORE, BE IT RESOLVED, that the Policy Board of the South Jersey Transportation Planning Organization hereby adopts the FY 2026 Unified Planning Work Program for the region; and

BE IT FURTHER RESOLVED, that the Policy Board authorizes staff to make minor revisions to the UPWP as may be necessary to carry out the above purpose, with subsequent notice to the Policy Board and Technical Advisory Committee.

Certification

I hereby certify that the foregoing is a correct and true copy of a resolution adopted by the Policy Board of the South Jersey Transportation Planning Organization at its meeting of March 24, 2025.


John W. Risley, Secretary/Treasurer