

*A Five-Year Capital Plan* is an unconstrained vision for NJ TRANSIT, identifying projects that are currently proceeding with funding already in place as well as projects that are not funded but vital to NJ TRANSIT's service delivery. This unconstrained plan will be used to help determine the priority of capital projects within any future constrained capital plan.

**An amount of \$5.78 billion in additional funding would be required over the next five years to implement the projects and other initiatives contemplated in this Plan.** This funding need is above and beyond what NJ TRANSIT typically receives each year, and beyond the \$811 million that NJ TRANSIT is requesting from the Federal Transit Administration for the Portal North Bridge Replacement Project.

*A Five-Year Capital Plan* is intended as a vision document – to demonstrate opportunities for service reliability, resiliency, sustainability, and other improvements critical to NJ TRANSIT. In this way, it does not serve as a budgeting document and NJ TRANSIT will separately present a constrained program as part of the annual appropriations process, which will be reflected in the Statewide Transportation Improvement Program and ultimately subject to the approval of the NJ State Legislature and NJ TRANSIT Board of Directors. Currently, NJ TRANSIT receives a funding appropriation of approximately \$1.4 Billion per Fiscal Year. These appropriations are a combination of Federal, State and other sources.

In this way, *A Five-Year Capital Plan* represents an aspirational cash flow budget for both existing and proposed Capital Improvement Projects and Departmental Rehabilitation Projects, as expensed by Fiscal Year. As such, each project expense may be funded from a combination of previous, current and future capital funding appropriations in combination with federal grant opportunities. Undoubtedly, a Capital Plan of this magnitude will require a significant increase in funding resources. The appendix represents the magnitude of Capital Needs as well as the funding needs that will have to be generated to pay for this ambitious Plan.

This appendix is comprised of four summary tables:

**Appendix A Table 1: Capital Plan Financial Summary** – A summary sheet with aggregate values indicating existing funding versus the needed funding to implement this unconstrained capital plan.

**Appendix A Table 2: Capital Plan: Major Projects and Programs Unconstrained Estimated Cash-flow Sheet** – Features major capital improvements and plan highlights by mode and asset category.

**Appendix A Table 3: Capital Plan: Rehabilitation Projects and Programs Unconstrained Estimated Cash-flow Sheet** – Features State of Good Repair focused projects executed primarily by in-house forces.

**Appendix A Table 4: Capital Plan: Other Existing NJ TRANSIT Program Items Estimated Cash-flow Sheet** – Additional Capital Program items that reflect a variety of on-going commitments not reflected in the other summary sheets.

Appendix A: Unconstrained Financial Summary

Table 1 - Capital Plan Financial Summary

## Appendix A Table 1: Capital Plan Financial Summary

(\$ in Millions)

CAPITAL PLAN FY2021-2025	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
Major Projects and Programs Unconstrained Estimated Cash-flow (Portal Bridge Included)	1,238.02	2,046.70	2,139.17	2,342.13	2,753.54	10,519.57
Rehabilitation Projects and Programs Unconstrained Estimated Cash-flow	324.91	311.61	262.37	289.81	280.51	1,469.21
Other Existing NJ TRANSIT Program Items Estimated Cash-flow Sheet	999.29	999.29	999.29	999.29	999.29	4,996.44
<b>TOTAL CAPITAL PLAN</b>	<b>2,562.22</b>	<b>3,357.60</b>	<b>3,400.83</b>	<b>3,631.23</b>	<b>4,033.34</b>	<b>16,985.22</b>
Existing Funding for Major Projects and Programs	593.81	879.21	871.10	933.52	969.41	4,247.06
Portal Bridge North Existing & Potential Future Funding	181.96	511.40	586.50	190.20	145.60	1,615.66
Existing Funding for Rehabilitation Projects and Programs	66.14	70.34	70.57	70.57	71.13	348.75
Existing Funding for Other Existing NJ TRANSIT Program Items	999.29	999.29	999.29	999.29	999.29	4,996.44
<b>TOTAL EXISTING AND POTENTIAL PORTAL NORTH FUNDING</b>	<b>1,841.20</b>	<b>2,460.24</b>	<b>2,527.46</b>	<b>2,193.58</b>	<b>2,185.43</b>	<b>11,207.91</b>
<b>FUNDING NEED FOR CAPITAL PLAN</b>	<b>721.02</b>	<b>897.36</b>	<b>873.37</b>	<b>1,437.65</b>	<b>1,847.91</b>	<b>5,777.31</b>

Appendix A: Unconstrained Financial Summary

Table 2 - Capital Plan: Major Projects and Programs Unconstrained Estimated Cash-flow Sheet

Appendix A Table 2: Capital Plan:  
Major Projects and Programs  
Unconstrained Estimated Cash-flow  
Sheet

(\$ in Millions)

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED TOTAL PROJECT COST	FY26-30 ESTIMATED TOTAL PROJECT COST	FY30+ ESTIMATED TOTAL PROJECT COST	PRIOR YEAR COMMITTED FUNDING (PRE FY21)	FY2021	FY2022	FY2023	FY2024	FY2025
BUS GARAGES		2,651.50	\$1,005.00	\$1,256.50	\$390.00						
	Northern Bus Garage	536.00	536.00	0.00	0.00						
	Existing Funding	73.11	73.11	0.00	0.00		3.00	3.00	67.11		
	New Requested Funding	462.89	462.89	0.00	0.00				62.89	200.00	200.00
	Second Northern Bus Garage	392.00	19.00	373.00	0.00						
	New Requested Funding	392.00	19.00	373.00	0.00		2.00	1.00	1.00	1.00	14.00
	Bus Garage Modernization Program	1,115.00	443.00	574.00	98.00						
	New Requested Funding - Phase I	270.00	270.00	0.00	0.00		4.00	14.00	84.00	84.00	84.00
	New Requested Funding - Phase II	533.00	173.00	360.00	0.00			4.00	14.00	75.00	80.00
	New Requested Funding - Phase III	312.00	0.00	214.00	98.00						
	Bus Garage Replacement Program	608.50	7.00	309.50	292.00						
	New Requested Funding	608.50	7.00	309.50	292.00				3.00	2.00	2.00
BUS FLEET		7,000.33	\$1,682.79	\$1,206.00	\$3,600.00						
	Bus Fleet Electrification Implementation Program	310.50	4.50	306.00	0.00						
	New Requested Funding	310.50	4.50	306.00	0.00			0.50	0.50	3.00	0.50
	Bus Fleet Replacement - Cruiser Buses*	897.00	386.00	0.00	0.00	511.00	185.00	195.00	6.00		
	Existing Funding: Cruiser Buses	897.00	386.00	0.00	0.00						
	Bus Fleet Replacement - Articulated Buses*	92.33	\$91.79	\$0.00	\$0.00	0.54	29.50	62.29			
	Existing Funding	92.33	91.79	0.00	0.00						
	Bus Fleet Replacement Program	5,690.00	\$1,190.00	\$900.00	\$3,600.00				161.00	150.00	150.00
	Existing Funding: Annual Allocation	1,241.86	461.00	780.86	0.00						
	New Requested Funding	4,448.14	729.00	119.14	3600.00		210.00	210.00	79.00	80.00	150.00
	Electric Bus Fleet Early Deployment	10.50	10.50	0.00	0.00						
	Existing Funding	10.50	10.50	0.00	0.00		6.79	3.71			
BUS INFRASTRUCTURE		1,347.05	\$199.57	\$1,039.00	\$108.00						
	Walter Rand Transportation Center Redevelopment	274.97	14.47	260.50	0.00						
	Existing Funding	9.47	9.47	0.00	0.00		2.00	2.00	3.00	2.47	
	New Requested Funding	265.50	5.00	260.50	0.00		3.00	1.50	0.50		
	North Bergen Park & Ride Parking Garage	138.50	20.00	10.50	108.00						
	Existing Funding	10.53	10.53	0.00	0.00		10.53				
	New Requested Funding	127.97	9.47	10.50	108.00		8.47				1.00
	Old Bridge Park & Ride Enhancement	21.50	9.50	12.00	0.00						
	New Requested Funding	21.50	9.50	12.00	0.00		0.50	0.50	2.00	0.50	6.00
	Park & Ride Bus Shelter Modernization Program	75.00	40.00	35.00	0.00						
	New Requested Funding	75.00	40.00	35.00	0.00		1.00	4.00	1.00	16.00	18.00
	Local Bus Shelter Modernization Program	16.50	7.50	9.00	0.00						
	New Requested Funding	16.50	7.50	9.00	0.00		0.50	0.50	0.50	3.00	3.00
	Passaic Bus Terminal Redevelopment*	6.08	5.61	0.00	0.00						
	Existing Funding	5.61	5.61	0.00	0.00	0.47	0.50	2.00	3.11		
	Multimodal and Bus Terminal Facility Improvements	38.00	38.00	0.00	0.00						
	New Requested Funding	38.00	38.00	0.00	0.00		0.50	3.00	0.50	17.00	17.00
	New Brunswick Rapid Surface Transit Study	10.00	10.00	0.00	0.00						
New Requested Funding	10.00	10.00	0.00	0.00			3.00	2.00	2.00	3.00	
Rapid Surface Transit System Development & Design Program	538.00	35.00	503.00	0.00							
New Requested Funding	538.00	35.00	503.00	0.00		2.00	2.00	5.00	13.00	13.00	
Bergen County Bus Rapid Transit Network	168.00	14.00	154.00	0.00							
New Requested Funding	168.00	14.00	154.00	0.00			2.00	2.00	5.00	5.00	
Princeton Transitway	60.50	5.50	55.00	0.00							
New Requested Funding	60.50	5.50	55.00	0.00			0.50	1.00	2.00	2.00	



PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED	FY26-30	FY30+ ESTIMATED	PRIOR YEAR COMMITTED FUNDING (PRE FY21)	FY2021	FY2022	FY2023	FY2024	FY2025
			TOTAL PROJECT COST	ESTIMATED TOTAL PROJECT COST	TOTAL PROJECT COST						
RAIL INFRASTRUCTURE		10,205.21	\$2,353.17	\$4,471.98	\$3,271.50						
	<b>Bridges</b>										
	Raritan River Bridge Replacement*	595.00	494.81	32.68	0.00						
	Existing Funding	595.00	494.81	32.68	0.00	67.51	71.22	114.18	110.02	106.29	93.10
	Overhead Bridge Replacement Program	845.50	85.50	200.00	560.00						
	New Requested Funding	845.50	85.50	200.00	560.00		0.50	1.00	4.00	40.00	40.00
	Newark Draw Bridge Replacement & Capacity Enhancement	676.00	47.00	544.00	85.00						
	New Requested Funding	676.00	47.00	544.00	85.00		3.00	3.00	3.00	19.00	19.00
	Undergrade Bridge Replacement Program	1,903.00	193.00	450.00	1260.00						
	New Requested Funding	1,903.00	193.00	450.00	1260.00		2.00	2.00	9.00	90.00	90.00
	South Laurel Ave Bridge Replacement & Clearance Improvement	46.50	18.50	28.00	0.00						
	New Requested Funding	46.50	18.50	28.00	0.00		0.50	2.00	2.00	1.00	13.00
	Brielle Draw Bridge Replacement & Capacity	204.00	15.00	189.00	0.00						
	Existing Funding	9.00	9.00	0.00	0.00		1.00	1.00	1.00	6.00	
	New Requested Funding	195.00	6.00	189.00	0.00						6.00
	HX Draw Bridge Replacement	269.00	4.00	18.00	247.00					2.00	2.00
	New Requested Funding	269.00	4.00	18.00	247.00						
	Upper Hack Lift Bridge Capacity Enhancement	267.00	4.00	94.00	169.00					2.00	2.00
	New Requested Funding	267.00	4.00	94.00	169.00						
	Shark River Draw Bridge Replacement	170.00	0.00	2.00	168.00						
	New Requested Funding	170.00	0.00	2.00	168.00						
	West Front Street Bridge Replacement Study	2.00	0.00	2.00	0.00						
	New Requested Funding	2.00	0.00	2.00	0.00						
	Morgan Draw Bridge Replacement	236.00	0.00	17.00	219.00						
	New Requested Funding	236.00	0.00	17.00	219.00						
	<b>Signals &amp; Interlockings</b>										
	WC Interlocking Reconfiguration	13.00	13.00	0.00	0.00						
	New Requested Funding	13.00	13.00	0.00	0.00		0.50	1.00	0.50	6.00	5.00
	West Summit Interlocking	96.50	56.50	40.00	0.00						
	Existing Funding: Phase I	52.00	52.00	0.00	0.00		1.00	29.00	22.00		
	Existing Funding: Phase II - Wall Repair & Drainage	16.00	4.50	11.50	0.00				1.00	3.00	0.50
	New Requested Funding	28.50	0.00	28.50	0.00						
	Millburn Interlocking Reconfiguration	111.00	3.00	82.00	26.00						
	New Requested Funding	111.00	3.00	82.00	26.00				1.00	1.00	1.00
	Dover Interlocking Reconfiguration Study	1.00	1.00	0.00	0.00						
	New Requested Funding	1.00	1.00	0.00	0.00		0.50	0.50			
	New Interlocking between Glen and Cedar Interlockings	13.50	2.00	11.50	0.00						
	New Requested Funding	13.50	2.00	11.50	0.00				0.50	0.50	1.00
	<b>Newark Penn Station</b>										
	Newark Penn Station Rehabilitation	454.00	9.00	305.00	140.00						
	New Requested Funding	454.00	9.00	305.00	140.00				3.00	3.00	3.00
	<b>Stations</b>										
	Newark Penn Station Platform D Improvements	26.30	5.60	20.70	0.00						
	Existing Funding	26.30	5.60	20.70	0.00		0.60	0.60	0.60	0.60	3.20
	Trenton Station Improvements	49.00	0.00	4.50	44.50						
	New Requested Funding	49.00	0.00	4.50	44.50						
	Regional Rail Station Modernization & Access Program	790.00	138.00	652.00	0.00						
	Existing Funding	48.09	48.09	0.00	0.00		4.00	4.00	19.00	19.00	2.09
	New Requested Funding	741.91	89.91	652.00	0.00						89.91
	Lyndhurst Station	28.00	28.00	0.00	0.00						
Existing Funding	28.00	28.00	0.00	0.00		2.00	1.00	8.00	11.00	6.00	
Roselle Park Station Improvements	23.20	23.20	0.00	0.00							
Existing Funding	23.20	23.20	0.00	0.00		0.60	0.60	5.80	9.60	6.60	
Edison Station Improvements	35.50	13.50	22.00	0.00							
Existing Funding	13.50	13.50	0.00	0.00		0.50	1.00	1.00	1.00	10.00	
New Requested Funding	22.00	0.00	22.00	0.00							
Elizabeth Station Improvements	53.69	53.69	0.00	0.00							
Existing Funding	53.69	53.69	0.00	0.00		28.86	24.83				
Jersey Avenue Station	238.00	2.00	116.00	120.00							
New Requested Funding	238.00	2.00	116.00	120.00						2.00	
Metuchen Station Improvements	31.00	12.00	19.00	0.00							
New Requested Funding	31.00	12.00	19.00	0.00		0.50	1.00	1.00	0.50	9.00	
New Brunswick Station Improvements	13.40	13.40	0.00	0.00							
Existing Funding	13.40	13.40	0.00	0.00		0.50	2.00	2.00	1.00	7.90	
North Elizabeth Station Improvements	32.00	12.00	20.00	0.00							
Existing Funding	2.08	2.08	0.00	0.00		0.50	1.00	0.58			
New Requested Funding	29.92	9.92	20.00	0.00				0.42	0.50	9.00	
North Brunswick Station	160.00	118.00	42.00	0.00							
Existing Funding	50.00	50.00	0.00	0.00		2.50	5.00	5.00	25.00	12.50	
New Requested Funding	110.00	68.00	42.00	0.00					20.00	48.00	

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED	FY26-30	FY30+ ESTIMATED	PRIOR YEAR COMMITTED FUNDING (PRE FY21)	FY2021	FY2022	FY2023	FY2024	FY2025
			TOTAL PROJECT COST	ESTIMATED TOTAL PROJECT COST	TOTAL PROJECT COST						
RAIL INFRASTRUCTURE	<b>Track and Yards</b>										
	Roseville Cut Improvements	111.00	33.00	78.00	0.00						
	New Requested Funding	111.00	33.00	78.00	0.00		2.00	4.00	4.00	1.00	22.00
	Morristown Yard and Pocket Track	148.00	10.00	138.00	0.00						
	New Requested Funding	148.00	10.00	138.00	0.00		2.00	1.00	1.00	1.00	5.00
	Delco Lead*	246.00	203.30	19.70	0.00						
	Existing Funding	246.00	203.30	19.70	0.00	23.00	13.85	51.25	50.60	49.85	37.75
	County Yard Expansion*	135.00	102.95	14.00	0.00						
	Existing Funding	135.00	102.95	14.00	0.00	18.05	9.95	13.40	28.60	28.00	23.00
	Small Yards Rehabilitation Program	449.00	46.00	203.00	200.00						
	Existing Funding	14.20	14.20	0.00	0.00		1.00	2.00	7.00	2.00	2.20
	New Requested Funding	434.80	31.80	203.00	200.00						31.80
	Modify Lyons Siding on Gladstone Line	11.00	0.00	2.00	9.00						
	New Requested Funding	11.00	0.00	2.00	9.00						
	New Boonton Yard	39.50	0.00	15.50	24.00						
	New Requested Funding	39.50	0.00	15.50	24.00						
	Midline Loop	306.00	22.00	284.00	0.00						
	Existing Funding	5.45	5.45	0.00	0.00		2.00	2.00	1.45		
	New Requested Funding	300.55	16.55	284.00	0.00				0.55	8.00	8.00
	Hunter Flyover	300.00	15.00	285.00	0.00						
	Existing Funding	0.50	0.50	0.00	0.00		0.50				
	New Requested Funding	299.50	14.50	285.00	0.00		0.50	1.00	1.00	6.00	6.00
	<b>Distribution, Transmission, Power</b>										
	Rail Electric Traction Substation Assessment	8.73	8.73	0.00	0.00						
	New Requested Funding	8.73	8.73	0.00	0.00		0.87	2.62	2.62	2.62	
	New Graw Signal Substation	20.00	0.50	19.50	0.00						
	New Requested Funding	20.00	0.50	19.50	0.00						0.50
	Suffern Substation and Crew Quarters	21.00	21.00	0.00	0.00						
	New Requested Funding	21.00	21.00	0.00	0.00		0.50	1.00	0.50	11.00	8.00
	Wood to Steel Pole Conversion on Gladstone Branch	81.00	56.00	25.00	0.00						
	New Requested Funding	81.00	56.00	25.00	0.00		1.00	3.00	2.00	25.00	25.00
	Electric Traction Storage Facility	25.50	14.50	11.00	0.00						
	New Requested Funding	25.50	14.50	11.00	0.00		0.50	0.50	2.00	0.50	11.00
	NJ TRANSITGRID	577.40	421.00	156.40	0.00						
	Existing Funding	577.40	421.00	156.40	0.00		38.00	15.00	58.00	104.00	206.00
	<b>Crew Facilities</b>										
	New Signal Crew Facilities	11.00	4.50	6.50	0.00						
	New Requested Funding: Phase I - Kingsland Rehab	2.50	2.50	0.00	0.00		0.50	0.50	0.50	0.50	0.50
	New Requested Funding: Phase II - New Essay Signal Facility	8.50	2.00	6.50	0.00			0.50	0.50	0.50	0.50
	Auxiliary Transit Operations Facility	130.50	10.50	120.00	0.00						
	New Requested Funding	130.50	10.50	120.00	0.00		1.00	0.50	0.50	0.50	8.00
	Red Bank Crew Quarters Replacement	7.00	2.00	5.00	0.00						
	New Requested Funding	7.00	2.00	5.00	0.00			0.50	0.50	0.50	0.50
	Northern MOW Facility	39.50	3.50	36.00	0.00						
	Existing Funding	10.00	3.50	6.50	0.00		0.50	0.50	1.00	1.00	0.50
New Requested Funding	29.50	0.00	29.50	0.00							
<b>Tunnels</b>											
Bergen Tunnel South Tube Rehabilitation	155.00	13.00	142.00	0.00							
New Requested Funding	155.00	13.00	142.00	0.00		1.00	2.00	4.00	4.00	2.00	
		1,845.00	\$0.00	\$20.00	\$1,825.00						
RAIL EXPANSION	Third Track Between Waldwick to Suffern	619.00	0.00	0.00	619.00						
	New Requested Funding	619.00	0.00	0.00	619.00						
	Lehigh Third and Fourth Tracks	752.00	0.00	0.00	752.00						
	New Requested Funding	752.00	0.00	0.00	752.00						
	Westbound Waterfront Connector	474.00	0.00	20.00	454.00						
New Requested Funding	474.00	0.00	20.00	454.00							



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REGIONAL TRANSIT PROJECTS		8,806.02	\$2,164.66	\$4,515.46	\$2,109.00							
	<b>Northeast Corridor</b>											
	Portal Bridge North	1,872.62	1615.66	256.96	0.00							
	Potential Future Funding (EDA, Amtrak, FTA CIG, CMAQ, TTF)	1,872.62	1615.66	256.96	0.00		181.96	511.40	586.50	190.20	145.60	
	Portal Bridge South Capacity Enhancement	431.00	0.00	4.00	427.00							
	New Requested Funding	431.00	0.00	4.00	427.00							
	<b>Penn Station New York</b>											
	Penn Station New York – NJ TRANSIT Access Improvement	340.00	23.00	317.00	0.00							
	Existing Funding	6.23	6.23	0.00	0.00		3.00	2.00	1.23			
	New Requested Funding	333.77	16.77	317.00	0.00				0.77	8.00	8.00	
	<b>Hoboken Terminal And Yard Resilient Redevelopment Program</b>											
	Hoboken Terminal And Yard Resilient Redevelopment Program - Phase I**	257.00	174.50	82.50	0.00							
	New Requested Funding	257.00	174.50	82.50	0.00		8.00	9.50	32.00	58.00	67.00	
	Hoboken Terminal And Yard Resilient Redevelopment Program - Phase II	2,900.00	86.00	1714.00	1100.00							
	New Requested Funding	2,900.00	86.00	1714.00	1100.00		14.00	7.00	7.00	7.00	51.00	
	Hoboken Long Slip*	195.40	176.50	2.00	0.00							
	Existing Funding	195.40	176.50	2.00	0.00		21.00	24.00	53.00	42.50	36.00	
<b>Gateway</b>												
Gateway Storage Yard and Hudson Tunnel Design	2,396.00	72.00	1824.00	500.00								
Existing Funding	13.44	13.44	0.00	0.00		12.00	1.44					
New Requested Funding	2,382.56	58.56	1824.00	500.00			4.56	6.00	6.00	42.00		
New Jersey Ferry Fleet Improvements	414.00	17.00	315.00	82.00								
New Requested Funding	414.00	17.00	315.00	82.00			3.00	2.00	2.00	10.00		

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED TOTAL PROJECT COST	FY26-30 ESTIMATED TOTAL PROJECT COST	FY30+ ESTIMATED TOTAL PROJECT COST	PRIOR YEAR COMMITTED FUNDING (PRE FY21)	FY2021	FY2022	FY2023	FY2024	FY2025	
IT, INNOVATION, AND TRANSPORT NETWORK IMPROVEMENTS		700.43	\$692.43	\$8.00	\$0.00							
	Public Transportation Health & Safety Improvement Program	156.00	156.00	0.00	0.00							
	New Requested Funding	156.00	156.00	0.00	0.00		39.00	38.00	35.00	22.00	22.00	
	<b>Information &amp; Digital Technologies</b>											
	Comprehensive Transit Trip Planner App	3.00	3.00	0.00	0.00							
	New Requested Funding	3.00	3.00	0.00	0.00		1.00	2.00				
	NJT Mobile App Development	10.00	10.00	0.00	0.00							
	New Requested Funding	10.00	10.00	0.00	0.00		2.00	2.00	2.00	2.00	2.00	
	IT Business Unit Improvements	103.00	103.00	0.00	0.00							
	New Requested Funding	103.00	103.00	0.00	0.00		35.00	35.00	11.00	11.00	11.00	
	IT HQ Improvements	65.00	65.00	0.00	0.00							
	New Requested Funding	65.00	65.00	0.00	0.00		22.00	22.00	7.00	7.00	7.00	
	IT Surface Transit Improvements	148.00	148.00	0.00	0.00							
	New Requested Funding	148.00	148.00	0.00	0.00		41.00	52.00	20.00	20.00	15.00	
	IT Rail Improvements	53.00	53.00	0.00	0.00							
	New Requested Funding	53.00	53.00	0.00	0.00		23.00	18.00	6.00	3.00	3.00	
	Surface Transportation Technology Innovation Program	20.00	20.00	0.00	0.00							
	New Requested Funding	20.00	20.00	0.00	0.00		4.00	4.00	4.00	4.00	4.00	
	Low Speed AV Pilot	8.00	8.00	0.00	0.00							
	New Requested Funding	8.00	8.00	0.00	0.00		3.00	5.00				
	<b>Enterprise Asset Management &amp; Planning</b>											
	Enterprise Asset Management: Facility Inspections FY21 – FY23	8.73	8.73	0.00	0.00							
	Existing Funding	8.73	8.73	0.00	0.00		2.91	2.91	2.91			
	Enterprise Asset Management PMO	8.20	8.20	0.00	0.00							
	Existing Funding	8.20	8.20	0.00	0.00		2.67	2.91	1.02	0.81	0.80	
	Updated Planning Studies	5.00	5.00	0.00	0.00							
	New Requested Funding	5.00	5.00	0.00	0.00		1.00	1.00	1.00	1.00	1.00	
	<b>Stations and Public Facility Priority Repairs</b>											
	SoGR Program	100.00	100.00	0.00	0.00							
	Existing Funding	18.41	18.41	0.00	0.00		3.68	3.68	3.68	3.68	3.68	
New Requested Funding	81.59	81.59	0.00	0.00		16.32	16.32	16.32	16.32	16.32		
Local Police Shelter Implementation Program	12.50	\$4.50	\$8.00	\$0.00								
New Requested Funding	12.50	\$4.50	\$8.00	\$0.00		0.50	0.50	1.00	0.50	2.00		
Total Estimated Project Costs			\$10,519.57	\$14,917.84	\$12,081.50		\$1,238.02	\$2,046.70	\$2,139.17	\$2,342.13	\$2,753.54	
Existing Funding & Potential Future Portal Bridge Funding			5,862.72	2,334.60	-		775.77	1,390.61	1,457.60	1,123.72	1,115.01	
FUNDING NEED FOR MAJOR PROJECTS AND PROGRAMS			4,656.85	12,583.24	12,081.50		462.25	656.09	681.57	1,218.41	1,638.53	

\* Project Costs for Regional Transit Projects (include costs before 2020)  
5-YEAR Estimated cost does not include Prior Year Committed Funding (Pre FY21)

Appendix A Table 2: Capital Plan:  
Major Projects and Programs  
Unconstrained Estimated Cash-flow  
Sheet

(\$ in Millions)

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED TOTAL PROJECT COST	FY26-30 ESTIMATED TOTAL PROJECT COST	FY30+ ESTIMATED TOTAL PROJECT COST	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030
<b>BUS GARAGES</b>		2,651.50	\$1,005.00	\$1,256.50	\$390.00						
	Northern Bus Garage	536.00	536.00	0.00	0.00						
	Existing Funding	73.11	73.11	0.00	0.00						
	New Requested Funding	462.89	462.89	0.00	0.00						
	Second Northern Bus Garage	392.00	19.00	373.00	0.00						
	New Requested Funding	392.00	19.00	373.00	0.00	3.0	92.0	139.0	139.0		
	Bus Garage Modernization Program	1,115.00	443.00	574.00	98.00						
	New Requested Funding - Phase I	270.00	270.00	0.00	0.00						
	New Requested Funding - Phase II	533.00	173.00	360.00	0.00	120.0	120.0	120.0			
	New Requested Funding - Phase III	312.00	0.00	214.00	98.00		4.0	14.0	98.0	98.0	98.00
Bus Garage Replacement Program	608.50	7.00	309.50	292.00							
New Requested Funding	608.50	7.00	309.50	292.00	17	0.5	66	96	130	292.00	
<b>BUS FLEET</b>		7,000.33	\$1,682.79	\$1,206.00	\$3,600.00						
	Bus Fleet Electrification Implementation Program	310.50	4.50	306.00	0.00						
	New Requested Funding	310.50	4.50	306.00	0.00	93	120	93			
	Bus Fleet Replacement - Cruiser Buses*	897.00	386.00	0.00	0.00						
	Existing Funding: Cruiser Buses	897.00	386.00	0.00	0.00						
	Bus Fleet Replacement - Articulated Buses*	92.33	\$91.79	\$0.00	\$0.00						
	Existing Funding	92.33	91.79	0.00	0.00						
	Bus Fleet Replacement Program	5,690.00	\$1,190.00	\$900.00	\$3,600.00						
	Existing Funding: Annual Allocation	1,241.86	461.00	780.86	0.00	150.0	150.0	160.3	160.3	160.3	
	New Requested Funding	4,448.14	729.00	119.14	3600.00	0.0	0.0	39.7	39.7	39.7	3,600.00
Electric Bus Fleet Early Deployment	10.50	10.50	0.00	0.00							
Existing Funding	10.50	10.50	0.00	0.00							
<b>BUS INFRASTRUCTURE</b>		1,347.05	\$199.57	\$1,039.00	\$108.00						
	Walter Rand Transportation Center Redevelopment	274.97	14.47	260.50	0.00						
	Existing Funding	9.47	9.47	0.00	0.00						
	New Requested Funding	265.50	5.00	260.50	0.00	17.5	3.0	100.0	100.0	40.0	
	North Bergen Park & Ride Parking Garage	138.50	20.00	10.50	108.00						
	Existing Funding	10.53	10.53	0.00	0.00						
	New Requested Funding	127.97	9.47	10.50	108.00	0.5	0.5	0.5	7.0	2.0	108.00
	Old Bridge Park & Ride Enhancement	21.50	9.50	12.00	0.00						
	New Requested Funding	21.50	9.50	12.00	0.00	7.0	5.0				
	Park & Ride Bus Shelter Modernization Program	75.00	40.00	35.00	0.00						
	New Requested Funding	75.00	40.00	35.00	0.00	17.0	18.0				
	Local Bus Shelter Modernization Program	16.50	7.50	9.00	0.00						
	New Requested Funding	16.50	7.50	9.00	0.00	3.0	3.0	3.0			
	Passaic Bus Terminal Redevelopment*	6.08	5.61	0.00	0.00						
	Existing Funding	5.61	5.61	0.00	0.00						
	Multimodal and Bus Terminal Facility Improvements	38.00	38.00	0.00	0.00						
	New Requested Funding	38.00	38.00	0.00	0.00						
New Brunswick Rapid Surface Transit Study	10.00	10.00	0.00	0.00							
New Requested Funding	10.00	10.00	0.00	0.00							
Rapid Surface Transit System Development & Design Program	538.00	35.00	503.00	0.00							
New Requested Funding	538.00	35.00	503.00	0.00	3.0	110.0	140.0	140.0	110.0		
Bergen County Bus Rapid Transit Network	168.00	14.00	154.00	0.00							
New Requested Funding	168.00	14.00	154.00	0.00	4.0	33.0	42.0	42.0	33.0		
Princeton Transitway	60.50	5.50	55.00	0.00							
New Requested Funding	60.50	5.50	55.00	0.00	1.0	30.0	24.0				

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR	FY26-30	FY30+ ESTIMATED	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030
			ESTIMATED TOTAL PROJECT COST	ESTIMATED TOTAL PROJECT COST	TOTAL PROJECT COST						
ACCESS LINK		109.50	\$50.50	\$6.00	\$53.00						
	Access Link Fleet Modernization and Expansion	48.00	48.00	0.00	0.00						
	Existing Funding	42.00	42.00	0.00	0.00						
	New Requested Funding	6.00	6.00	0.00	0.00						
	Access Link Electric Vehicle (EV) Pilot Program	2.50	2.50	0.00	0.00						
	Existing Funding	2.50	2.50	0.00	0.00						
	New Requested Funding	0.00	0.00	0.00	0.00						
New Access Link Garage	59.00	0.00	6.00	53.00							
Existing Funding	59.00	0.00	6.00	53.00	0.5	0.5	0.5	4.0	0.5	53.00	
LIGHT RAIL		1,899.90	\$322.50	\$877.00	\$690.00						
	<b>RIVER LINE</b>										
	River LINE Right-of-Way Flooding	1.00	1.00	0.00	0.00						
	New Requested Funding	1.00	1.00	0.00	0.00						
	River LINE Fleet Overhaul	85.00	85.00	0.00	0.00						
	Existing Funding - Overhaul Engine Repower	14.91	14.91	0.00	0.00						
	New Requested Funding	70.09	70.09	0.00	0.00						
	<b>NEWARK LIGHT RAIL</b>										
	Newark Light Rail (NLR) Capacity Enhancement	32.50	32.50	0.00	0.00						
	New Requested Funding	32.50	32.50	0.00	0.00						
	NLR - Station Modernization & Access Program	130.00	93.00	37.00	0.00						
	Existing Funding	3.40	3.40	0.00	0.00						
	New Requested Funding	126.60	89.60	37.00	0.00	37.0					
	<b>HUDSON-BERGEN LIGHT RAIL</b>										
	Hudson-Bergen Light Rail (HBLR) Hoboken WYE Bypass	89.00	8.00	81.00	0.00						
	New Requested Funding	89.00	8.00	81.00	0.00	1.0	45.0	35.0			
	Hudson-Bergen Light Rail (HBLR) Northern Branch Corridor	1,178.00	20.00	468.00	690.00						
	Existing Funding	100.00	20.00	80.00	0.00	28	28	2	22		
New Requested Funding	1,078.00	0.00	388.00	690.00				138	250	690.00	
Hudson-Bergen Light Rail (HBLR) Route 440 Extension*	248.40	70.00	168.00	0.00							
Existing Funding	27.92	17.52	0.00	0.00							
New Requested Funding	220.48	52.48	168.00	0.00	56	61	51				
Paterson Avenue Grade Crossing Elimination	136.00	13.00	123.00	0.00							
New Requested Funding	136.00	13.00	123.00	0.00	3.0	33.0	54.0	33.0			
RAIL FLEET		3,601.85	\$2,048.95	\$1,517.90	\$35.00						
	Rail Fleet Replacement - Phase I - Overhaul	1,110.00	650.00	425.00	35.00						
	New Requested Funding	1,110.00	650.00	425.00	35.00	160.0	110.0	85.0	35	35	35.00
	Rail Fleet Replacement - Phase II - New Car Purchases	2,413.85	1320.95	1092.90	0.00						
	Existing Funding	2,274.25	1320.95	953.30	0.00	292.3	225.6	225.6	209.8		
	New Requested Funding	139.60	0.00	139.60	0.00			139.6			
	Train Battery Pilot	46.00	46.00	0.00	0.00						
	New Requested Funding	46.00	46.00	0.00	0.00						
Machine Vision Implementation Program	32.00	32.00	0.00	0.00							
New Requested Funding	32.00	32.00	0.00	0.00							

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR	FY26-30	FY30+ ESTIMATED	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030
			ESTIMATED TOTAL PROJECT COST	ESTIMATED TOTAL PROJECT COST	TOTAL PROJECT COST						
RAIL INFRASTRUCTURE		10,205.21	\$2,353.17	\$4,471.98	\$3,271.50						
	<b>Bridges</b>										
	Raritan River Bridge Replacement*	595.00	494.81	32.68	0.00						
	Existing Funding	595.00	494.81	32.68	0.00	27.5	5.2				
	Overhead Bridge Replacement Program	845.50	85.50	200.00	560.00						
	New Requested Funding	845.50	85.50	200.00	560.00	40.0	40.0	40.0	40.0	40.0	560.00
	Newark Draw Bridge Replacement & Capacity Enhancement	676.00	47.00	544.00	85.00						
	New Requested Funding	676.00	47.00	544.00	85.00	4	110	140	180	110	85.00
	Undergrade Bridge Replacement Program	1,903.00	193.00	450.00	1260.00						
	New Requested Funding	1,903.00	193.00	450.00	1260.00	90	90	90	90	90	1,260.00
	South Laurel Ave Bridge Replacement & Clearance Improvement	46.50	18.50	28.00	0.00						
	New Requested Funding	46.50	18.50	28.00	0.00	17.0	11.0				
	Brielle Draw Bridge Replacement & Capacity	204.00	15.00	189.00	0.00						
	Existing Funding	9.00	9.00	0.00	0.00						
	New Requested Funding	195.00	6.00	189.00	0.00	2	70	70	47		
	HX Draw Bridge Replacement	269.00	4.00	18.00	247.00						
	New Requested Funding	269.00	4.00	18.00	247.00	2.0	8.0	8.0			247.00
	Upper Hack Lift Bridge Capacity Enhancement	267.00	4.00	94.00	169.00						
	New Requested Funding	267.00	4.00	94.00	169.00	2.0	8.0	8.0	2	74	169.00
	Shark River Draw Bridge Replacement	170.00	0.00	2.00	168.00						
	New Requested Funding	170.00	0.00	2.00	168.00				1	1	168.00
	West Front Street Bridge Replacement Study	2.00	0.00	2.00	0.00						
	New Requested Funding	2.00	0.00	2.00	0.00		1	1			
	Morgan Draw Bridge Replacement	236.00	0.00	17.00	219.00						
	New Requested Funding	236.00	0.00	17.00	219.00	1.0	1.0	1.0	7.0	7.0	219.00
	<b>Signals &amp; Interlockings</b>										
	WC Interlocking Reconfiguration	13.00	13.00	0.00	0.00						
	New Requested Funding	13.00	13.00	0.00	0.00						
	West Summit Interlocking	96.50	56.50	40.00	0.00						
	Existing Funding: Phase I	52.00	52.00	0.00	0.00						
	Existing Funding: Phase II - Wall Repair & Drainage	16.00	4.50	11.50	0.00	11.5					
	New Requested Funding	28.50	0.00	28.50	0.00	1.5	17	10			
	Millburn Interlocking Reconfiguration	111.00	3.00	82.00	26.00						
	New Requested Funding	111.00	3.00	82.00	26.00	4.0	4.0	1.0	31.0	42.0	26.00
	Dover Interlocking Reconfiguration Study	1.00	1.00	0.00	0.00						
	New Requested Funding	1.00	1.00	0.00	0.00						
	New Interlocking between Glen and Cedar Interlockings	13.50	2.00	11.50	0.00						
	New Requested Funding	13.50	2.00	11.50	0.00			0.5	6.0	5.0	
	<b>Newark Penn Station</b>										
	Newark Penn Station Rehabilitation	454.00	9.00	305.00	140.00						
	New Requested Funding	454.00	9.00	305.00	140.00	11.0	11.0	3.0	140.0	140.0	140.00
	<b>Stations</b>										
	Newark Penn Station Platform D Improvements	26.30	5.60	20.70	0.00						
	Existing Funding	26.30	5.60	20.70	0.00	6.6	7.4	6.4	0.3		
	Trenton Station Improvements	49.00	0.00	4.50	44.50						
New Requested Funding	49.00	0.00	4.50	44.50			0.5	2.0	2.0	44.50	
Regional Rail Station Modernization & Access Program	790.00	138.00	652.00	0.00							
Existing Funding	48.09	48.09	0.00	0.00							
New Requested Funding	741.91	89.91	652.00	0.00	120	160	160	120	92		
Lyndhurst Station	28.00	28.00	0.00	0.00							
Existing Funding	28.00	28.00	0.00	0.00							
Roselle Park Station Improvements	23.20	23.20	0.00	0.00							
Existing Funding	23.20	23.20	0.00	0.00							
Edison Station Improvements	35.50	13.50	22.00	0.00							
Existing Funding	13.50	13.50	0.00	0.00							
New Requested Funding	22.00	0.00	22.00	0.00	13.0	9.0					
Elizabeth Station Improvements	53.69	53.69	0.00	0.00							
Existing Funding	53.69	53.69	0.00	0.00							
Jersey Avenue Station	238.00	2.00	116.00	120.00							
New Requested Funding	238.00	2.00	116.00	120.00	5	5	2	44	60	120.00	
Metuchen Station Improvements	31.00	12.00	19.00	0.00							
New Requested Funding	31.00	12.00	19.00	0.00	11.0	8.0					
New Brunswick Station Improvements	13.40	13.40	0.00	0.00							
Existing Funding	13.40	13.40	0.00	0.00							
North Elizabeth Station Improvements	32.00	12.00	20.00	0.00							
Existing Funding	2.08	2.08	0.00	0.00							
New Requested Funding	29.92	9.92	20.00	0.00	12	8					
North Brunswick Station	160.00	118.00	42.00	0.00							
Existing Funding	50.00	50.00	0.00	0.00							
New Requested Funding	110.00	68.00	42.00	0.00	42						

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR	FY26-30	FY30+ ESTIMATED	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030
			ESTIMATED TOTAL PROJECT COST	ESTIMATED TOTAL PROJECT COST	TOTAL PROJECT COST						
RAIL INFRASTRUCTURE	<b>Track and Yards</b>										
	Roseville Cut Improvements	111.00	33.00	78.00	0.00						
	New Requested Funding	111.00	33.00	78.00	0.00	28	28	22			
	Morristown Yard and Pocket Track	148.00	10.00	138.00	0.00						
	New Requested Funding	148.00	10.00	138.00	0.00	5.0	2.0	41.0	56.0	34.0	
	Delco Lead*	246.00	203.30	19.70	0.00						
	Existing Funding	246.00	203.30	19.70	0.00	19.7					
	County Yard Expansion*	135.00	102.95	14.00	0.00						
	Existing Funding	135.00	102.95	14.00	0.00	14.0					
	Small Yards Rehabilitation Program	449.00	46.00	203.00	200.00						
	Existing Funding	14.20	14.20	0.00	0.00						
	New Requested Funding	434.80	31.80	203.00	200.00	50	29	37	53	34	200.00
	Modify Lyons Siding on Gladstone Line	11.00	0.00	2.00	9.00						
	New Requested Funding	11.00	0.00	2.00	9.00		0.5	0.5	0.5	0.5	9.00
	New Boonton Yard	39.50	0.00	15.50	24.00						
	New Requested Funding	39.50	0.00	15.50	24.00	0.5	0.5	3	0.5	11	24.00
	Midline Loop	306.00	22.00	284.00	0.00						
	Existing Funding	5.45	5.45	0.00	0.00						
	New Requested Funding	300.55	16.55	284.00	0.00	2.0	62.0	79.0	79.0	62.0	
	Hunter Flyover	300.00	15.00	285.00	0.00						
	Existing Funding	0.50	0.50	0.00	0.00						
	New Requested Funding	299.50	14.50	285.00	0.00	60.0	80.0	89.0	56.0		
	<b>Distribution, Transmission, Power</b>										
	Rail Electric Traction Substation Assessment	8.73	8.73	0.00	0.00						
	New Requested Funding	8.73	8.73	0.00	0.00						
	New Graw Signal Substation	20.00	0.50	19.50	0.00						
	New Requested Funding	20.00	0.50	19.50	0.00	1	0.5	10	8		
	Suffern Substation and Crew Quarters	21.00	21.00	0.00	0.00						
	New Requested Funding	21.00	21.00	0.00	0.00						
	Wood to Steel Pole Conversion on Gladstone Branch	81.00	56.00	25.00	0.00						
	New Requested Funding	81.00	56.00	25.00	0.00	25.0					
	Electric Traction Storage Facility	25.50	14.50	11.00	0.00						
	New Requested Funding	25.50	14.50	11.00	0.00	11					
	NJ TRANSITGRID	577.40	421.00	156.40	0.00						
	Existing Funding	577.40	421.00	156.40	0.00	156.4					
	<b>Crew Facilities</b>										
	New Signal Crew Facilities	11.00	4.50	6.50	0.00						
	New Requested Funding: Phase I - Kingsland Rehab	2.50	2.50	0.00	0.00						
	New Requested Funding: Phase II - New Essay Signal Facility	8.50	2.00	6.50	0.00	0.5	3.0	3.0			
	Auxiliary Transit Operations Facility	130.50	10.50	120.00	0.00						
	New Requested Funding	130.50	10.50	120.00	0.00	2.0	37.0	51.0	30.0		
	Red Bank Crew Quarters Replacement	7.00	2.00	5.00	0.00						
	New Requested Funding	7.00	2.00	5.00	0.00	0.5	0.5	4			
	Northern MOW Facility	39.50	3.50	36.00	0.00						
	Existing Funding	10.00	3.50	6.50	0.00	6.5					
New Requested Funding	29.50	0.00	29.50	0.00	4.5	16.0	9.0				
<b>Tunnels</b>											
Bergen Tunnel South Tube Rehabilitation	155.00	13.00	142.00	0.00							
New Requested Funding	155.00	13.00	142.00	0.00	44	63	35				
<b>RAIL EXPANSION</b>		1,845.00	\$0.00	\$20.00	\$1,825.00						
Third Track Between Waldwick to Suffern	619.00	0.00	0.00	619.00							
New Requested Funding	619.00	0.00	0.00	619.00						619.00	
Lehigh Third and Fourth Tracks	752.00	0.00	0.00	752.00							
New Requested Funding	752.00	0.00	0.00	752.00						752.00	
Westbound Waterfront Connector	474.00	0.00	20.00	454.00							
New Requested Funding	474.00	0.00	20.00	454.00	3	2	2	2	11	454.00	

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED TOTAL PROJECT COST	FY26-30 ESTIMATED TOTAL PROJECT COST	FY30+ ESTIMATED TOTAL PROJECT COST	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030
REGIONAL TRANSIT PROJECTS	<b>Northeast Corridor</b>	8,806.02	\$2,164.66	\$4,515.46	\$2,109.00						
	Portal Bridge North	1,872.62	1615.66	256.96	0.00						
	Potential Future Funding (EDA, Amtrak, FTA CIG, CMAQ, TTF)	1,872.62	1615.66	256.96	0.00	84.7	76.3	41.9	23.0	31.1	
	Portal Bridge South Capacity Enhancement	431.00	0.00	4.00	427.00						
	New Requested Funding	431.00	0.00	4.00	427.00						4.0
	<b>Penn Station New York</b>										
	Penn Station New York – NJ TRANSIT Access Improvement	340.00	23.00	317.00	0.00						
	Existing Funding	6.23	6.23	0.00	0.00						
	New Requested Funding	333.77	16.77	317.00	0.00	3	97	120	97		
	<b>Hoboken Terminal And Yard Resilient Redevelopment Program</b>										
	Hoboken Terminal And Yard Resilient Redevelopment Program - Phase I**	257.00	174.50	82.50	0.00						
	New Requested Funding	257.00	174.50	82.50	0.00	54.5	28.0				
	Hoboken Terminal And Yard Resilient Redevelopment Program - Phase II	2,900.00	86.00	1714.00	1100.00						
	New Requested Funding	2,900.00	86.00	1714.00	1100.00	51.0	3.0	470.0	640.0	550.0	1,100.00
	Hoboken Long Slip*	195.40	176.50	2.00	0.00						
	Existing Funding	195.40	176.50	2.00	0.00	2.0					
	<b>Gateway</b>										
	Gateway Storage Yard and Hudson Tunnel Design	2,396.00	72.00	1824.00	500.00						
	Existing Funding	13.44	13.44	0.00	0.00						
	New Requested Funding	2,382.56	58.56	1824.00	500.00	42.0	2.0	500.0	640.0	640.0	500.00
<b>New Jersey Ferry Fleet Improvements</b>											
New Jersey Ferry Fleet Improvements	414.00	17.00	315.00	82.00							
New Requested Funding	414.00	17.00	315.00	82.00	10.0	3.0	82.0	110.0	110.0	82.00	

PROJECT CATEGORY	PROJECT NAME	TOTAL ESTIMATED PROJECT COSTS (2020 DOLLARS)	5-YEAR ESTIMATED TOTAL PROJECT COST	FY26-30 ESTIMATED TOTAL PROJECT COST	FY30+ ESTIMATED TOTAL PROJECT COST	FY2026	FY2027	FY2028	FY2029	FY2030	Beyond 2030	
IT, INNOVATION, AND TRANSPORT NETWORK IMPROVEMENTS		700.43	\$692.43	\$8.00	\$0.00							
	Public Transportation Health & Safety Improvement Program	156.00	156.00	0.00	0.00							
	<i>New Requested Funding</i>	156.00	156.00	0.00	0.00							
	<b>Information &amp; Digital Technologies</b>											
	Comprehensive Transit Trip Planner App	3.00	3.00	0.00	0.00							
	<i>New Requested Funding</i>	3.00	3.00	0.00	0.00							
	NJT Mobile App Development	10.00	10.00	0.00	0.00							
	<i>New Requested Funding</i>	10.00	10.00	0.00	0.00							
	IT Business Unit Improvements	103.00	103.00	0.00	0.00							
	<i>New Requested Funding</i>	103.00	103.00	0.00	0.00							
	IT HQ Improvements	65.00	65.00	0.00	0.00							
	<i>New Requested Funding</i>	65.00	65.00	0.00	0.00							
	IT Surface Transit Improvements	148.00	148.00	0.00	0.00							
	<i>New Requested Funding</i>	148.00	148.00	0.00	0.00							
	IT Rail Improvements	53.00	53.00	0.00	0.00							
	<i>New Requested Funding</i>	53.00	53.00	0.00	0.00							
	Surface Transportation Technology Innovation Program	20.00	20.00	0.00	0.00							
	<i>New Requested Funding</i>	20.00	20.00	0.00	0.00							
	Low Speed AV Pilot	8.00	8.00	0.00	0.00							
	<i>New Requested Funding</i>	8.00	8.00	0.00	0.00							
	<b>Enterprise Asset Management &amp; Planning</b>											
	Enterprise Asset Management: Facility Inspections FY21 – FY23	8.73	8.73	0.00	0.00							
	<i>Existing Funding</i>	8.73	8.73	0.00	0.00							
	Enterprise Asset Management PMO	8.20	8.20	0.00	0.00							
	<i>Existing Funding</i>	8.20	8.20	0.00	0.00							
	Updated Planning Studies	5.00	5.00	0.00	0.00							
	<i>New Requested Funding</i>	5.00	5.00	0.00	0.00							
	<b>Stations and Public Facility Priority Repairs</b>											
SoGR Program	100.00	100.00	0.00	0.00								
<i>Existing Funding</i>	18.41	18.41	0.00	0.00								
<i>New Requested Funding</i>	81.59	81.59	0.00	0.00								
Local Police Shelter Implementation Program	12.50	\$4.50	\$8.00	\$0.00								
<i>New Requested Funding</i>	12.50	\$4.50	\$8.00	\$0.00	3	3	2					
Total Estimated Project Costs			\$10,519.57	\$14,917.84	\$12,081.50	\$2,120.67	\$2,302.01	\$3,677.00	\$3,769.06	\$3,049.10	12,081.50	
<i>Existing Funding &amp; Potential Future Portal Bridge Funding</i>			5,862.72	2,334.60	-	799.17	492.51	436.19	415.35	191.39	-	
<b>FUNDING NEED FOR MAJOR PROJECTS AND PROGRAMS</b>			4,656.85	12,583.24	12,081.50	1,321.50	1,809.50	3,240.81	3,353.71	2,857.71	12,081.50	

\* Project Costs for Regional Transit Projects (include costs before 2020)  
5-YEAR Estimated cost does not include Prior Year Comitted Funding (Pre FY21)



Appendix A: Unconstrained Financial Summary

Table 3 - Capital Plan: Rehabilitation and Programs Unconstrained Estimated Cash-flow Sheet

Appendix A Table 3: Capital Plan: Rehabilitation Projects and Programs  
Unconstrained Estimated Cash-flow Sheet

\*\$ in Millions\*

	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
Total for Departmental Rehabilitation Projects	324.91	311.61	262.37	289.81	280.51	1469.21
Existing Funding for Departmental Rehabilitation Projects	66.14	70.34	70.57	70.57	71.13	348.75
<b>FUNDING NEED FOR DEPARTMENTAL REHABILITATION PROJECTS</b>	<b>258.77</b>	<b>241.27</b>	<b>191.80</b>	<b>219.24</b>	<b>209.38</b>	<b>1120.46</b>

Project Category	PROJECT	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
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<u>RAIL FLEET</u>	<u>Rail Fleet Reliability Program</u>	21.3	25.3	16.7	14.0	14.0	91.4
	FRA APTA Mandated Standards - Modernize fleet to meet FRA cabin standards	1.0	1.0	1.0	1.0	1.0	5.0
	Locomotive/Passenger Battery Replacement and Car Glazing Replacement	5.0	5.0	5.0	5.0	5.0	25.2
	Comet & MLV HVAC Overhaul	9.5					9.5
	Multilevel II Truck Overhaul		11.3	2.6			13.9
	Comet II Seat Replacement	5.8					5.8
	ALP45 Engine Overhaul		8.0	8.0	8.0	8.0	32.0

Project Category	PROJECT	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
	<u>MMC SOGR Program</u>	12.4	15.4	7.8	4.3	2.3	42.0
	SoGR Passarelle Overhaul			0.3	2.3	2.3	4.8
	New Fire Alarm/Sprinkler System	2.0	4.0	4.0			10.0
	Replace Underground Water Line	0.5	1.5	1.0			3.0
	MMC / ROC Bird Prevention	0.4	0.4				0.8
	MMC Wheel Press Replacement	1.7	0.7				2.4
	MMC Air Room Secondary Work Tier Expansion	0.3	0.3				0.5
	MMC Catenary Trolley Cage Control Improvements	0.3	0.3	0.3			0.8
	MMC Facility Oil/Water Separator	1.5	1.5				3.0
	MMC Facility Pre-Treatment Facility Controls Upgrade or Overhaul	0.5	0.5				1.0
	Yardmaster tower rebuild/improvement		2.0	2.0	2.0		6.0
	MMC Toilet Tank Facility	0.8	0.8	0.3			1.8
	MMC/ROC snow melter system	0.4	0.4				0.8
<u>RAIL FLEET</u>	MMC 100 ton gantry	0.3	0.3				0.6
	MMC DEF Distribution and Containment Area for ALP 45's	0.3	0.3				0.5
	MMC Multi-Tier Storage area for Wheels	0.2					0.2
	MMC Shop Air Compressor Replacements	0.4	0.4				0.7
	MMC Perimeter Control Rehabilitation	0.1					0.1
	MMC Secondary access for vehicles	0.3	0.3				0.5
	MMC Sand Tower Distribution overhaul at locomotives 5 & 6	0.3					0.3
	MMC Fuel Pad Fire Suppression System	0.2					0.2
	MMC Building 12 Upgrades for Occupancy	0.3	0.3				0.5
	MMC/ROC Main Gate Flooding Resolution	0.3	0.3				0.5
	MMC Facility Drawing Survey/updates for all as-builts	0.2					0.2
	MMC East End Catenary extension track 10, 11, & 12 east	0.5	0.5				1.0
	MMC Facility/Yard High Bay Light Pole Replacements	0.8	0.8				1.5
	MMC Increased Camera/Quality View Locations	0.3	0.3				0.5

Project Category	PROJECT	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL	
RAIL INFRASTRUCTURE	<u>Switch Snow Melter Program</u>	1.5	1.5	1.5	1.5	1.5	7.4	
	Switch Heater Repair	0.7	0.7	0.7	0.7	0.7	3.3	
	New Switch Snow Blowers	0.4	0.4	0.4	0.4	0.4	1.9	
	Replace Snow Melter Control Panels	0.5	0.5	0.5	0.5	0.5	2.3	
	<hr/>							
	<u>Electrical Infrastructure Enhancement Program</u>	0.6	0.9	0.9	0.3	0.3	2.8	
	ET TMAC	0.3	0.3	0.3	0.3	0.3	1.3	
	Electrical Systems Missing Line Diagrams	0.3	0.6	0.6			1.5	
	<hr/>							
	<u>IT Infrastructure Enhancement Program</u>	2.0	1.0	1.0	1.0	0.5	5.4	
	<hr/>							
	<u>Signal System SoGR Program</u>	14.0	14.8	10.8	39.1	42.8	121.3	
	<hr/>							
	<u>ET Reliability Program</u>	6.5	11.8	12.7	21.8	14.9	67.7	
	<hr/>							
	<u>Rail Operations Work Equipment Upgrades</u>	12.2	11.1	6.8	2.7	2.0	34.8	
	MOW Work Equipment - Existing	1.7	2.0	2.0	2.0	1.7	9.4	
	<hr/>							
<u>Track Rehabilitation Program</u>	33.8	34.8	35.8	36.8	38.0	179.0		
Track Undercutting and Ballast Cleaning; Rails, Ties, Turnouts & Road Crossings - Existing	19.0	19.0	20.6	20.6	19.0	98.2		
<hr/>								
<u>MEP SoGR Program</u>	0.9	0.9	0.9	0.9	0.5	3.9		
<hr/>								
<u>Vertical Transportation Renewal Program</u>	5.0	9.5	9.5	9.5	9.5	43.0		
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Project Category	PROJECT	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
RAIL INFRASTRUCTURE	<u>Morrisville SOGR Program</u>	1.0	0.0	0.0	0.0	0.0	1.1
	<u>Bridge Protection SOGR Program</u>	0.6	0.6	0.6	0.6	2.0	4.4
	<u>Undergrade Bridge Rehabilitation Program</u>	15.0	15.0	15.0	15.0	15.0	75.0
	<u>Undergrade Bridge Rehabilitation Program - Existing</u>	12.4	12.4	12.4	12.4	12.4	62.2
	<u>Overhead Bridge Rehabilitation Program</u>	5.0	5.0	5.0	5.0	5.0	25.0
	<u>Overhead Bridge Rehabilitation Program - Existing</u>	1.3	1.3	1.3	1.3	1.3	6.3
	<u>Tie Deck Program</u>	3.5	3.5	3.5	3.8	3.8	18.0
	<u>Tie Deck Program - Existing</u>	2.0	0.6	0.6	0.6	2.0	5.8
	<u>Bridge Inspection Program</u>	4.8	4.8	4.8	5.0	5.0	24.3
	<u>Bridge Inspection Program - Existing</u>	3.8	2.8	2.8	2.8	3.8	16.0
	<u>Culvert Inspection Program</u>	1.7	1.5	1.5	1.5	1.5	7.7
	<u>Retaining Wall Inspection Program</u>	0.3	0.1	0.1	0.1	0.1	0.7
<u>Bridge Painting Program</u>	4.5	4.5	4.5	4.8	4.8	23.0	
<u>Bridge Painting Program - Existing</u>	2.0	2.0	2.0	2.0	2.0	10.0	
<u>ROW Reliability and Improvement Program</u>	7.5	7.8	8.0	8.3	8.5	40.0	
<u>ROW Reliability and Improvement Program - Existing</u>	1.0	1.0	1.0	1.0	1.0	5.0	

Project Category	PROJECT	FY2021	FY2022	FY2023	FY2024	FY2025	5 YEAR TOTAL
LIGHT RAIL	Hudson-Bergen Light Rail SOGR and Rehab Program	46.4	26.7	17.7	18.3	13.3	122.4
	HBLR Capital Asset Replacement - Existing	7.0	7.0	12.0	12.0	12.0	50.0
	Newark Light Rail SOGR and Rehab Program	28.1	28.8	14.2	12.2	12.2	95.4
	NLR Facilities - Existing	0.7	4.3	0.7	0.7	0.7	7.1
	NLR Infrastructure (FY 13 and Beyond) - Existing	1.0	2.2	1.0	1.0	1.0	6.2
	NLR Vehicles - Existing	0.6	2.1	0.6	0.6	0.6	4.5
	NLR State of Good Repair Phase II - Existing	2.0	2.0	2.0	2.0	2.0	10.2
	River LINE SOGR and Rehab Program	18.5	8.3	4.8	4.9	4.9	41.4
River LINE Capital Asset Replacement - Existing	2.0	2.0	2.0	2.0	2.0	10.0	
BUS INFRASTRUCTURE	BUS SOGR & Rehab Program	17.3	17.3	17.3	17.3	17.3	86.5
	Bus Garage SOGR Program - Existing	2.2	2.2	2.2	2.2	2.2	11.0
	Bus Portable Assets - Existing	0.8	1.0	1.0	1.0	0.8	4.6
PLANNING	TRANSIT Planning, Design & Development Program	52.5	52.5	52.5	52.5	52.5	262.5
	Planning - Existing	6.6	6.4	6.4	6.4	6.6	32.3
INFORMATION AND DIGITAL TECHNOLOGY	IT Upgrade Program	7.3	7.6	7.8	8.1	7.8	38.5
ECMS	ECMS	1.0	1.0	1.0	1.0	1.0	5.0

Appendix A: Unconstrained Financial Summary

Table 4 - Capital Plan: Other Existing NJ TRANSIT Program Items Estimated Cash-flow Sheet

