



FEDERAL HIGHWAY ADMINISTRATION

New Jersey Division Office

FY 2005 Unit Performance Plan

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New Jersey Division Office
October 20, 2004.

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Overview



The Federal Highway Administration (FHWA) New Jersey Division Office fiscal year (FY) 2005 Unit Performance Plan outlines the Division Office near term strategy to achieve the multi-year goals and objectives in the FHWA and U.S. Department of Transportation (USDOT) strategic plans, as well as the goals and objectives developed in collaboration with our customers/partners at the local level.

The Federal Highway Administration (FHWA) was established in 1967 as one of the operating administrations within the United States Department of Transportation. The agency has been in existence since 1893. Prior to 1967, the agency was known by other names such as the Office of Road Inquiry and the Bureau of Public Roads. Through the years, our name has changed, but our dedication to providing world-class transportation in America has remained the same.

The organizational structure of FHWA consists of the Washington Headquarters, the Resource Center, 52 Division offices and the Federal Lands Highway offices. Approximately one half of FHWA's employees are located in Washington, D.C., where legislation and regulations are developed. The "Resource Center" provides technical expertise and serves the technical needs of the Division offices. The center acts as an internal consultant to the Divisions on technical issues. The Division offices are located in the 50 States, plus the District of Columbia and Puerto Rico. These offices work closely with their respective State Transportation Agency to implement the Federal-aid program. The Federal Lands Highway offices handle road construction projects on Federal and publicly owned lands such as National Parks. There are three Federal Lands Highway offices and numerous project offices across the nation.

Under the Federal-aid highway program, FHWA does not decide which roads and bridges will be improved or who will do the work. Instead, the Federal-aid highway program is a federally assisted, State-administered partnership. The State Transportation Agencies, working with local officials and acting through metropolitan and statewide planning processes, determine where the Federal funds should be spent. FHWA provides technical assistance and approvals at key phases of the project, including compliance with related laws such as the National Environmental Policy Act.

Strategic Direction:

The FHWA Vision is “Improving Transportation for a Strong America.”

The FHWA Mission is “Enhancing Mobility Through Innovation, Leadership, and Public Service.”

Role of the FHWA:

Leaders for National Mobility

The role of FHWA is to carry out our mission by providing leadership, expertise, resources, and information in cooperation with our multi-modal transportation partners at all governmental levels. Our success depends upon each FHWA employee’s ability to provide leadership in his or her daily activities, program responsibilities, and personal contacts.

Stewards for National Highway Programs

The performance plan provides the necessary strategic focus and direction in the delivery of financial and technical assistance to our partners and stakeholders responsible for planning, constructing, improving, preserving, and operating America’s highway system. Every unit in the FHWA contributes to the performance plan through the delivery of the Federal-aid highway program (FAHP). Accomplishment of the national strategies and objectives can only be achieved through an efficient and effective program delivery system. It is through this system that the FHWA provides national leadership, ensures the resources entrusted to the Agency are used in the public interest, protects the fiscal and technological integrity of the program, and maintains the public trust.

Innovators for a Better Future

To meet the challenges ahead, transportation managers will need the benefits of technology and innovation that only a carefully considered, well-developed, and clearly communicated Research and Technology (R&T) program can provide. The FHWA meets these challenges by realizing its full potential as a leader in the transportation research and technology field.

Strategic Goals:

Six strategic goals--Safety, Mobility and Productivity, Global Connectivity, Environment, National Homeland Security, and Organizational Excellence--are addressed in the FY 2005 performance plan.

- Safety--Continually improve highway safety.

- Mobility and Productivity--Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.
- Global Connectivity--Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.
- Environment--Protect and enhance the natural environment and communities affected by highway transportation.
- National Homeland Security--Improve highway security and support national defense mobility.
- Organizational Excellence--Advance FHWA's ability to manage for results and innovation.

Vital Few:

The Vital Few (VF) are the key areas with performance gaps that must be addressed for the FHWA to be successful in the short term. Achieving performance improvements in the following priority areas will require greater emphasis on our part during FY 2005.

- Safety
- Congestion Mitigation
- Environmental Stewardship and Streamlining

Key Business Processes

The FHWA has identified the following core business processes in the Division offices:

- National Policy Leadership
- Program Delivery
- Technical Assistance
- Technology Deployment

Most of the national strategies and activities identified in the performance plan require the execution of the key business processes. Our partners and customers rely on the NJ Division Office to provide front-line program delivery and technical assistance, including but not limited to, planning and environmental support, design, construction, asset management, civil rights, engineering services, technology transfer, research, and technical expertise. In addition, we assist our partner agencies in understanding and complying with the laws and requirements that are a prerequisite to using FAHP funds.

Why Does the New Jersey Division Office Exist?

The New Jersey Division office contributes to the national goals by focusing on the following products and services:

Customer Service

- Empathy for customer concerns.
- Offering cost-effective options to solve customer problems.

- Ensuring customers are knowledgeable of FHWA policies and procedures.
- Informing customers of FHWA's limitations based on law and regulations.
- Providing fair and equitable treatment for all customers.
- Being responsive to customer needs.
- Developing effective partnerships.

Quality

- Ensuring the highest quality project plans which consider community desires.
- Matching new technologies to identified needs/problems.
- Sharing information on "best practices."

Measurable Results

- Improving the operation of New Jersey's transportation system.
- Improving the condition of New Jersey's transportation infrastructure.
- Improving safety on New Jersey's transportation system.
- Streamlining the project delivery system.
- Enhancing the environment.
- Efficiently and effectively using Federal-aid funds.

Division Office Unit Performance Plan

The role of the Division Office is to assure that the New Jersey portion of the Nation's transportation system meets the needs of all citizens. This is accomplished through our assistance to the State of New Jersey in delivering a quality transportation program through the Federal-aid highway program. To help accomplish these goals and to determine our performance, the Division office develops a Unit Performance Plan each year through a collaborative process utilizing teams comprised of Division and NJDOT staff. Input is gathered from the FHWA National Performance Plan, our partners at the NJDOT, MPOs, and Division Office Staff. This collaboration helps ensure the goals and measures included in the plan are consistent with the State and MPO Capital Investment Strategies, Regional Transportation Plans and Transportation Improvement Plans. The National Plan identifies the National Goals and Objectives and activities that will be required of the Division Office. The Division Office Senior Staff then performs a qualitative risk assessment to identify the performance measures, which are included in the FY 2005 Unit Performance Plan.

We have identified 13 key measures that will be tracked during the FY 05 year and will form the basis for our collective success. The measures will be discussed in the senior staff meetings and the progress results are to be posted quarterly.

FY 2005 Unit Performance Measures:

1. Reduce total fatalities by 30 from 747 in 2003 to 717 in 2005.
2. Reduce intersection related fatalities by 10 from 187 in 2003 to 177 in 2005.

3. Reduce pedestrian related fatalities by 5 from 147 in 2003 to 142 in 2005.
4. Reduce fatalities involving roadway departure by 15 from 217 in 2003 to 202 in 2005.
5. Increase the percent of roadway mileage with an IRI < 170 inches/mile (NHS/non-NHS) to 87% in 2005.
6. Increase total deck area of deficient bridges authorized for construction by 25%.
7. Reduce the increase in delay by 1% by FY 2005.
8. Decrease the average incident duration to 1.75 hours in FY 2005.
9. Reduce the number scour critical bridges.
10. Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY 2005.
11. Reduce running average of inactive balance by 20%.
12. Create baseline for cost growth greater than 10% on \$25 million projects.
13. Implement 5 market ready technologies.

Chapter
1

Facts, System Trends and Projections

Figures 1 thru VIII contain charts tracking some of our key performance indicators.

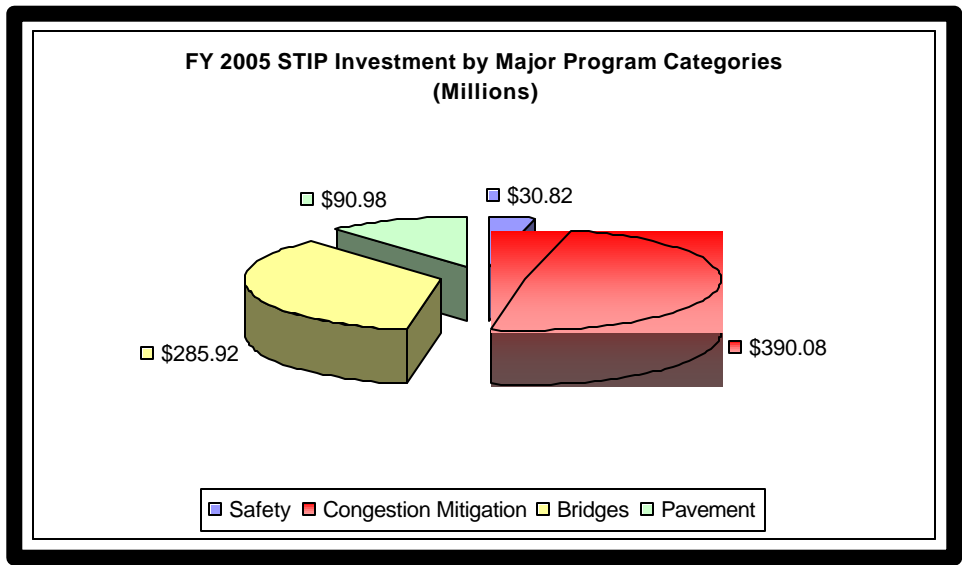


Figure I

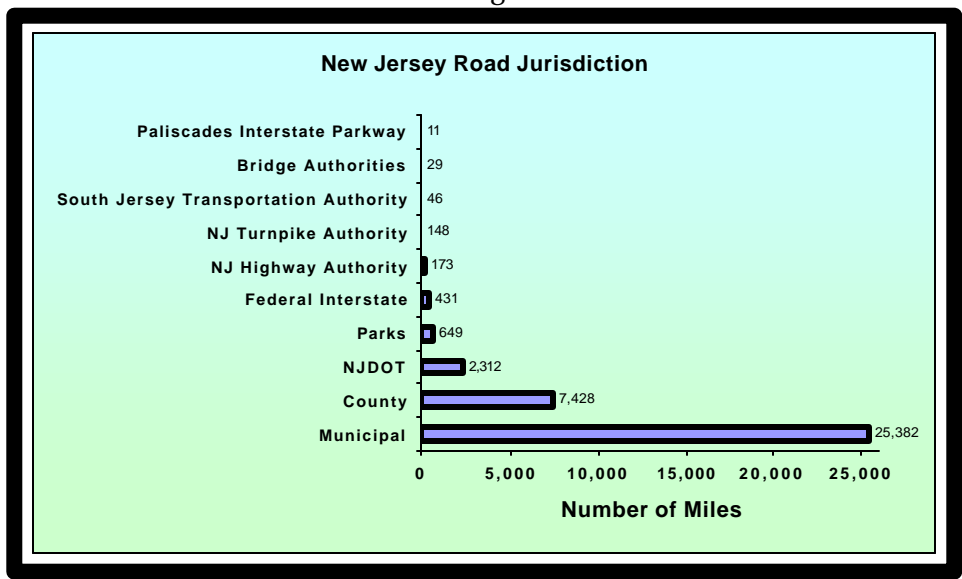


Figure II

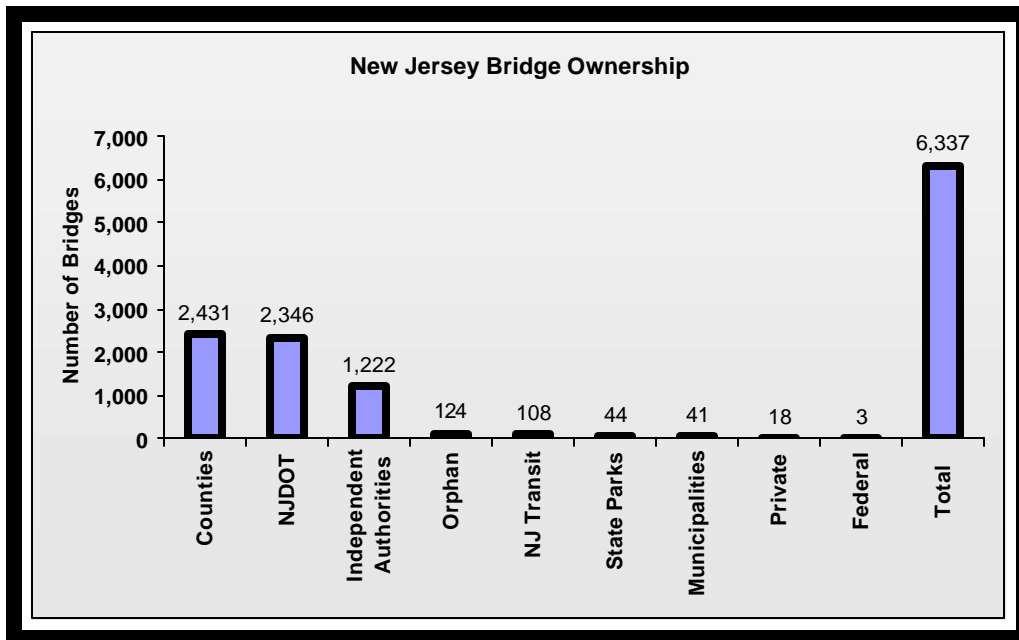


Figure III.

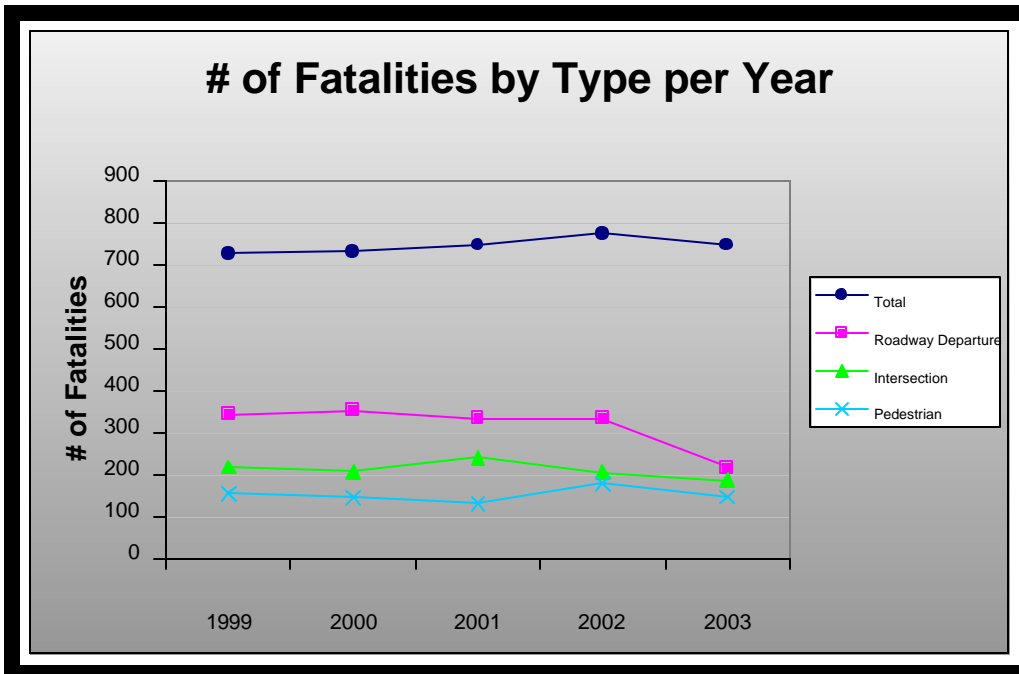


Figure IV

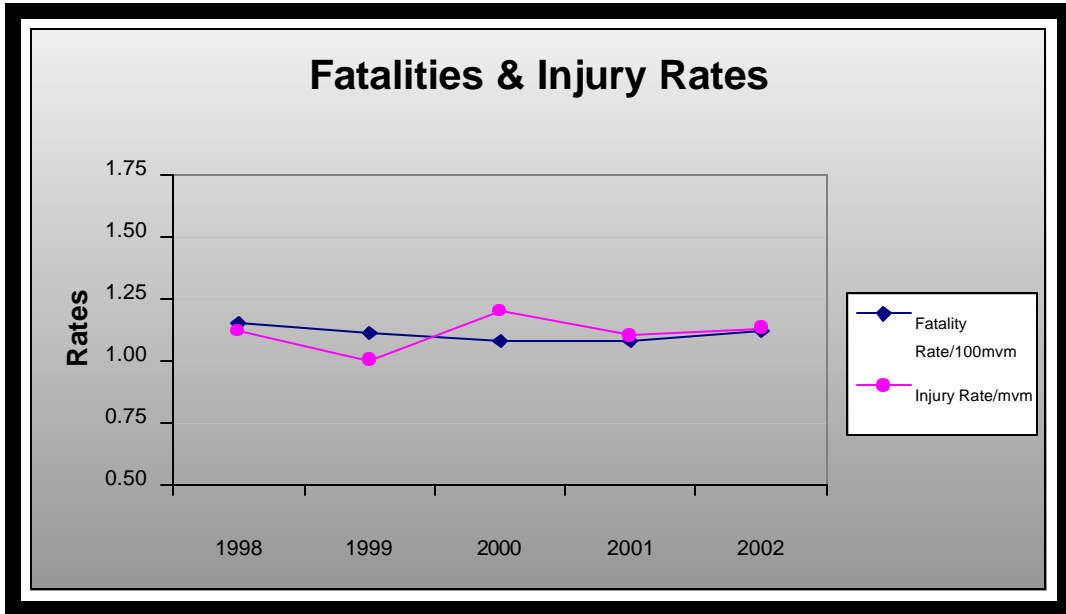


Figure V

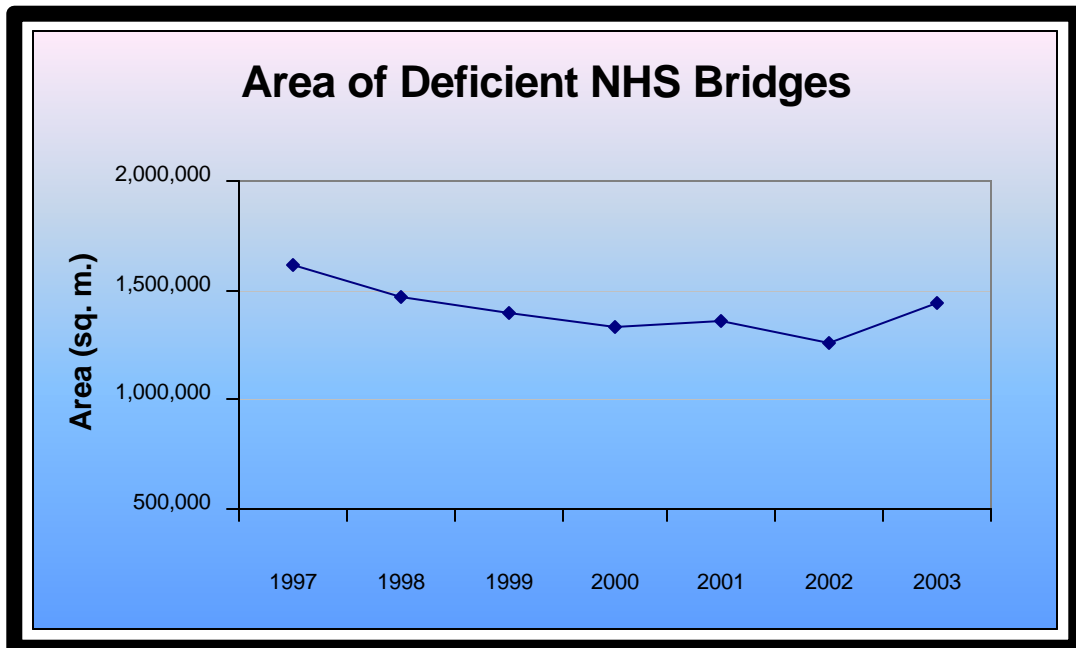


Figure VI

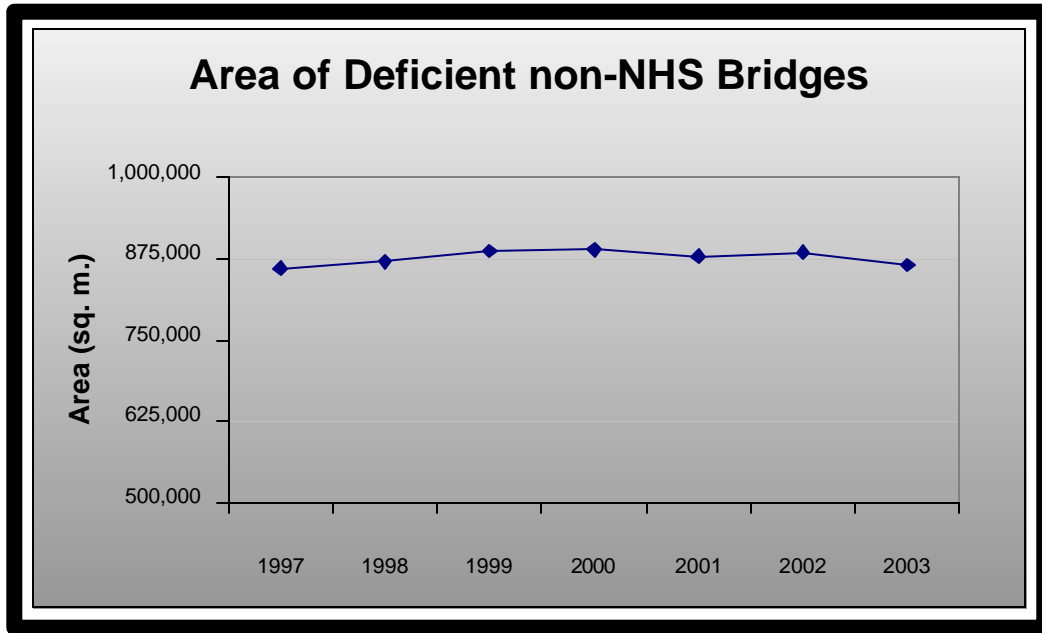


Figure VII

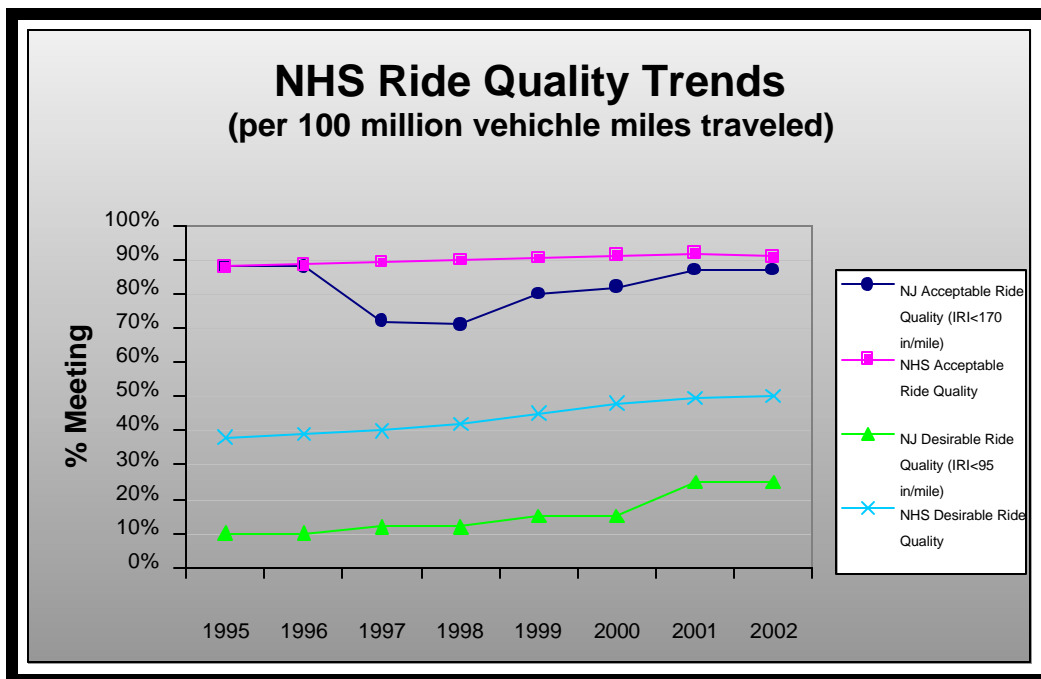


Figure VIII

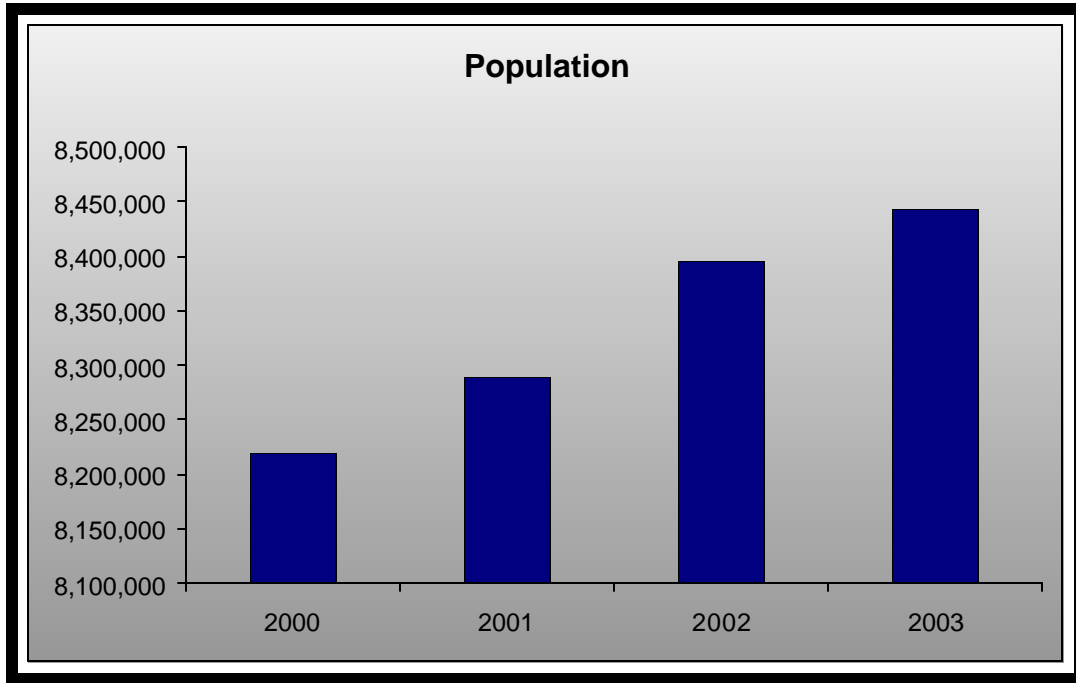


Figure IX

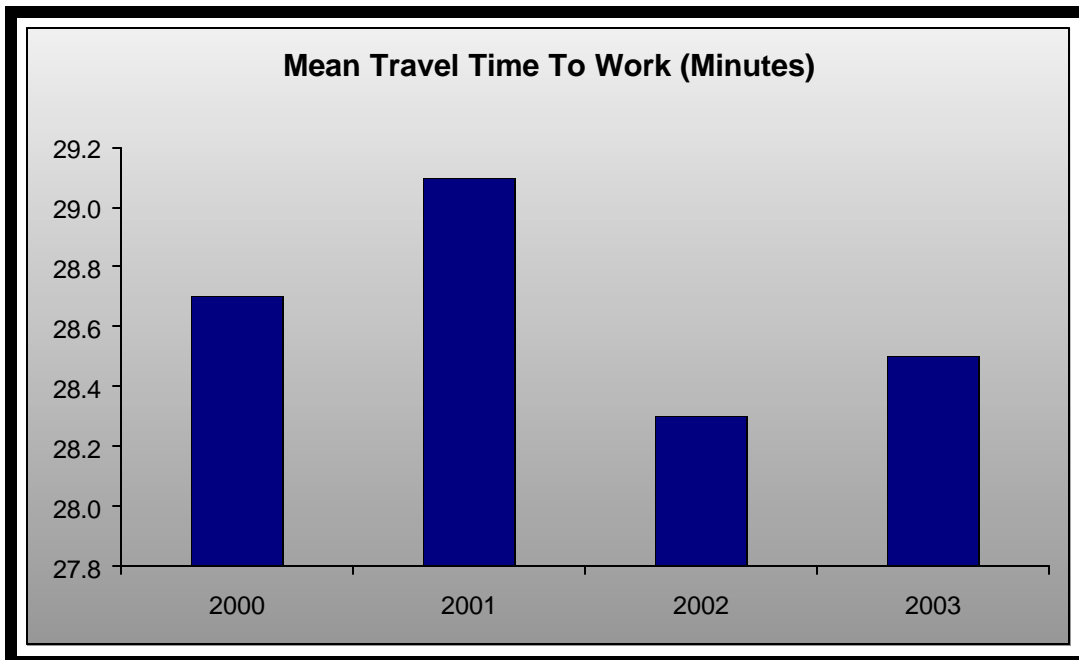


Figure X

Chapter

2

Performance Plan Goals

Six broad policy goals have framed this plan:

- Safety-Improve safety for system users.
- Mobility and Productivity - improve mobility of people and goods.
- Environment-enhance sensitivity to the environment.
- Global Connectivity-improve international connectivity.
- Homeland Security-increase security of the system.
- Organizational Excellence-improve organizational performance.

In this chapter, we explore these goals and the descriptions of performance targets and staff actions. Within these goals, the Administration has identified the vital few goals: Safety, Congestion Mitigation, and Environmental Stewardship and Streamlining. We break each goal into discrete objectives, and provide metrics and performance measurements over time to track our progress in achieving these goals. We include input from each of the Division's teams, in addition to discussions with the NJDOT, NJTPA, DVRPC, SJTPO, and other relevant stakeholders.

In addition to charting the Division's own progress in meeting the performance plan goals, the plan defines a complimentary set of measures to gauge the performance of the entire statewide transportation system as improved by the projects implemented through the New Jersey Statewide Transportation Improvement Program for Fiscal Years 2005-2007. These system performance measures include safety ratings, pavement and structures conditions, and technology deployment.

Safety

Goal: Continually improve highway safety.



Summary

The World Health Organization has identified roadside safety as a global health problem. If current trends continue, more people will die in traffic crashes than from any other health disease. It is necessary to bring the issue of roadway safety to the forefront to address this issue head on. It is important to note that 85% of traffic fatalities are related to driver behavior. Therefore, it is essential that safety be considered a three-pronged approach. To improve safety, we must consider not only engineering countermeasures, but also education and enforcement (the three E's). A collaborative effort is necessary to achieve the national goal of 2008. While the Federal Highway Administration focuses mainly on the engineering side of safety, most of our sister agency's, the National Highway Traffic Safety Administration (NHTSA), efforts are geared towards the human behavior aspect of safety by implementing strategies in the areas of education and enforcement. By partnering with NHTSA, the Federal Motor Carrier Safety Administration (FMCSA), AASHTO, the Governors Highway Safety Association (GHSA), and many others, we can achieve the national goal of 1.0 fatalities per one hundred MVMT. According to Fatal Accident Reporting System (FARS), the New Jersey fatality rate has hovered at approximately 1.1 crashes per hundred million VMT over the past several years. We strive to reduce NJ's current rate to achieve the national goal in advance of 2008.

FHWA has identified three objectives within safety that contribute to a majority of traffic-related fatalities. The objectives are in the areas of intersections, pedestrians and roadway departure. These areas have been identified as a national priority for FHWA, and as a result, in New Jersey, as well. As New Jersey begins to develop a Comprehensive Highway Safety

Plan (described in more detail later), we may find that our priorities are somewhat different from the national priorities and modify our objectives and strategies accordingly. However, for fiscal year 2005, New Jersey's objectives and respective performance measures in safety are as outlined below. The respective data can be found at the beginning of this report.

Objectives

- Support national safety strategies.
- Reduce Intersection related fatalities.
- Reduce pedestrian fatalities.
- Reduce fatalities involving roadway departure (i.e. run off road and head on).

Performance Measures

- Reduce total fatalities by 30 from 747 in 2003 to 717 in 2005.
- Reduce intersection related fatalities by 10 from 187 in 2003 to 177 in 2005.
- Reduce pedestrian related fatalities by 5 from 147 in 2003 to 142 in 2005.
- Reduce fatalities involving roadway departure by 15 from 217 in 2003 to 202 in 2005.

**Please note that the 2003 fatality numbers are preliminary, therefore the to/from goals are subject to change, while the reduction will remain the same

Safety is essential to the transportation user and a key priority in the State of New Jersey. In 2003, 747¹ people died on New Jersey's highways, and another 114,133² persons were injured on New Jersey's roadways. In addition, 243,014 crashes resulted in property damage. The estimated cost to society of crashes in New Jersey is approximately \$7.38 billion, according to cost estimates developed by the FHWA.

In March 2003, Governor McGreevey announced New Jersey's Highway Safety Initiative, "Safety First". "Safety First" incorporates a variety of safety initiatives in the areas of education, enforcement and engineering and is still ongoing today. The FHWA-NJ Division office works collaboratively with the NJDOT, MPO's, Division of Highway Traffic Safety, New Jersey State Police, Rutgers University and other safety-related agencies to improve the safety of New Jersey's roadway. Some of the actions that will occur in FY05 that are directly related to the objectives outlined above are described on the following page.

¹ Source: FARS, preliminary estimate

² NJDOT Crash Records Database

Division Actions

- Develop and disseminate an FHWA-NJ Safety newsletter.
- Conduct crash data analysis in support of NJ safety programs.
- Work with the NJ Press Association to put safety messages in all media outlets.
- Provide technical assistance on the development of a pedestrian safety action plan (HQ).
- Support the NJDOT in hosting bicycle friendly workshops, intersection design and pedestrian safety road shows.
- Provide Intersection Safety and Low Cost Safety Improvements training courses in NJ (RC).
- Provide safety-related technical support to the DOT, DHTS, MPOs, LTAP, etc.

NJDOT/MPO Actions

- Implement countermeasures at 12 high crash intersection locations.
- Implement an Aggressive Driving enforcement program.
- Implement a pedestrian safety media campaign.
- Implement countermeasures at 8 high crash pedestrian locations.
- Conduct safety impact team reviews along 4 safe corridors and implement short-term recommendations.
- Implement 5 safety projects on local roads through the newly established local safety program.

Several additional activities will be ongoing in New Jersey throughout fiscal year 2005. While these are rather significant activities, they will not directly attribute to a reduction in fatalities at this time. However, a variety of safety initiatives will be the outcome of these activities and will, in the future, lead to a reduction in fatalities. These activities are briefly described below.

- **Statewide Traffic Records Coordinating Committee (STRCC):** The STRCC was established in 2002 to initiate efforts to improve traffic records in New Jersey. The STRCC is currently focusing on the following efforts: revising the NJTR-1 (crash record data form) and the police training manual; developing electronic data transfer capabilities with respect to crash records, and integrating all traffic records (i.e., crash data, driver data, roadway data, hospital data, etc.). These efforts will be ongoing throughout 2005.
- **Develop Comprehensive Highway Safety Plan:** New Jersey is a pilot state for the use of the Integrated Safety Management Process (ISMP) to develop a Comprehensive Highway Safety Plan (CHSP). In FY04, New Jersey began the process of initiating the development of a comprehensive safety plan through the Safety Management Task Force. A core group has been formed that is currently reviewing NJ's safety data to identify emphasis areas that should be included in the CHSP. A survey of all safety-related agencies will be undertaken to identify their priorities and current activities in each of the emphasis areas as defined in the AASHTO Strategic Highway Safety Plan, as well as additional emphasis areas identified by the core group. A series of goals, objectives and strategies will then be developed for each emphasis area.
- **Develop an Aggressive Driving Action Plan:** New Jersey is a lead state for developing an Aggressive Driving Action Plan. A task force has been formed that will provide input into this action plan. The task force will review safety data and identify existing and potential strategies to address aggressive driving in New Jersey.

This action plan will then be incorporated in the Comprehensive Highway Safety Plan.

- Develop a Pedestrian Safety Action Plan: New Jersey is a focus state for pedestrian safety due to the high number of pedestrian fatalities that occurred on our roadways in 2002. The NJDOT Office of Bicycle and Pedestrian Safety has commissioned a consultant to develop a Pedestrian Safety Action plan that should be complete within fiscal year 2005. Since NJ is a focus state, technical assistance will be available from HQ beginning October 1, 2004.
- Develop Roadway Departure Safety Programs: The NJDOT Bureau of Safety Programs is developing a Fixed Object Crash Reduction Program as well as a Wet Weather Skid Crash Reduction Program. These programs are expected to be complete in FY05 with the potential for project implementation prior to FY06.
- Safety Conscious Planning: The NJDOT, MPOs, Division of Highway Traffic Safety, State Police and LTAP are undertaking a collaborative effort to integrate safety into the planning process. A Safety Conscious Planning Forum was held in May 2004. The results of this forum will be incorporated into future efforts of the SCP committee.
- Transportation Safety Resource Center: Rutgers University established the Transportation Safety Resource Center in 2004. The purpose of the TSRC is to provide technical support to the NJDOT, MPOs and ultimately the local entities in all aspects of transportation safety.

Illustrative and partial listing of NJDOT Safety projects from current STIP:

Program/Project	MPO	FY 2005
	Accident Reduction Program	NJTPA
DVRPC		\$0.2
SJTPO		\$0.1
Total		\$1.0
Bridge Safety Program*	Statewide	\$1.0
Fixed Object Safety Treatment	Statewide	\$0.250
Intersection Improvement Program	Statewide	\$1.0
Local Safety Program	NJTPA	\$1.0
	DVRPC	\$1.0
	SJTPO	\$1.0
	Total	\$3.0
Median Crossover Crash Prevention Program	Statewide	\$7.5
Rail Highway Grade Crossing Program, Cape May Seashore Lines	SJTPO	\$0.5
Rail Highway Grade Crossing Program, Federal	NJTPA	\$2.1
	DVRPC	\$1.6
	SJTPO	\$1.1
	Total	\$4.8
Safe Corridors Program	Statewide	\$4.0

Safety Management System	Statewide	\$5.4
State Police Safety Patrols	Statewide	\$2.0
Whistle Ban Demonstration Program	Statewide	\$0.1
Rt. 30 Clementon at Gibbsboro Road	DVRPC	\$2.4
Median Closures, Fairview Avenue to Greentree Road	DVRPC	\$2.569
Total		\$35.519

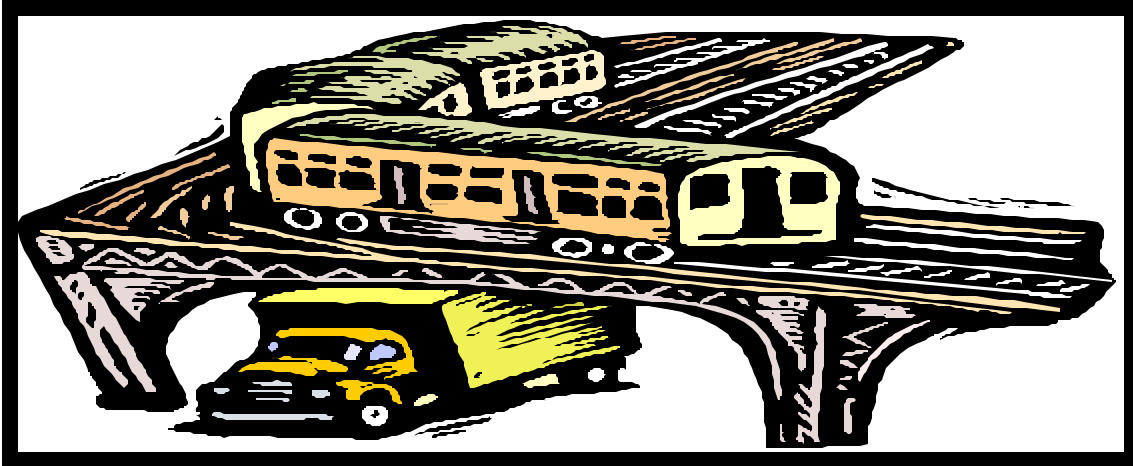
*Potentially Not eligible for safety funding

Stakeholder Input

- There is a gap between the latest crash data available and activities being planned for the performance plan. The latest crash data is for 2003, however the activities outlined above are for 2005. Therefore, it isn't appropriate to set goals for 2004, rather 2005.
- The NJDOT Bicycle and Pedestrian Unit would like to work with the Motor Vehicle Commission to include bicycle and pedestrian safety information in both the driver license manual and questions on the drivers test.

Mobility and Productivity

Goal: Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.



Summary

The basis for any transportation system is the efficient movement of people and goods with relative ease in a reliable manner. Strategies for ensuring mobility must consider projections of future growth and the location where this new growth will occur. We need to focus on the corridors in New Jersey in which growth will create the greatest demands on the regional systems; the need to maintain the current system even as the State experiences ever increasing demands for new improvements; and the need to coordinate and operate the multiple state, regional and local elements of the transportation system as a single integrated network are major challenges. Users want to reach destinations efficiently, with a reasonable and predictable investment of time and money. Users want convenience, with no unreasonable effort required, and a good choice of possible means of transportation. Users are also interested in a safe, comfortable, and even pleasant trip. A truly effective system puts a user's desired destination within "reach," making them accessible.

Objectives

- Provide longer lasting highway structures (bridges and pavements)
- Mitigate overall impacts of congestion
- Reduce non-recurring congestion from events such as traffic incidents and work zones

Performance Measures

- Increase the percent of roadways mileage with an IRI < 170 inches/mile (NHS/non-NHS) to 87% in 2005.
- Increase total deck area of deficient bridges authorized for construction by 25%.
- Reduce the increase in delay by 1% by 2005.
- Decrease the average incident duration to 1.75 hours in FY05
- Reduce number of scour critical bridges

The vitality of the State's economy has both increased daily travel and spotlighted weaknesses in the transportation system. Signs of how much work must be done to achieve the mobility goal include overcrowded transit service, the growing congestion on regional freeways and local systems, the lack of transportation alternatives in some congested corridors, underutilized ridesharing programs, and the difficulty in getting to and from the State's highways on local connectors. Even localized congestion within major metropolitan centers has increased as new development continues to outpace capacity expansion.

Stakeholder Input

- Transportation conditions such as congestion, aging infrastructure, and reliability continue to deteriorate.
- The need to invest in maintaining the State's highways and bridges that have already been constructed is universally noted.
- There is a need to improve the performance of the existing transportation system and services (signal timing, improved inter-modal connections, etc.)
- Congestion has been identified as the most significant transportation problem.
- A stronger, more committed preventive maintenance program for the Interstate system is needed in New Jersey.
- Innovative contracting methods should be explored.
- New technology needs to be implemented to improve the efficiency of the system.

Division Actions

- Reduce delays associated with recurring and non-recurring congestion through the use of ITS Technologies
- Develop improved processes to provide smoother, longer lasting pavements through new technology and pavement preservation.
- Improve the condition of New Jersey's bridges.
- Increase the number of DBE firms awarded prime and or subcontracts for the first time.

NJDOT/MPO Actions

- Preserve the condition of the existing system.
- Improve travel time in congested corridors.
- Improve the reliability of the system so that users can expect consistent travel times.
- Implement low-cost, quick-turnaround projects to address congestion and safety concerns.
- Explore innovative solutions such as roundabouts, CSS, etc.
- Develop hyper-build program.

Illustrative and partial listing of NJDOT Mobility projects from current STIP:

Program/Project	FY 2005
Interstate Pavement Preservation – Sect. II, p. 104	\$ 3,000,000
Resurfacing Program – Sect. II, p. 168	\$61,000,000
Resurfacing, Interstate Fast Track Program – Sect. II, p.169	\$ 1,000,000
Route 1&9 Secaucus Road to Broad Avenue (28) - Sect. II, p. 247	\$14,200,000
I-195 W. of Richardson Road to Exit 8, Rehab – Sect. II, p. 364	\$ 3,500,000
Congestion Relief, ITS Improvements – Sect. II, p. 48	\$ 5,000,000
Emergency Service Patrol – Sect. II, p. 75	\$ 8,300,000
Statewide Incident Management Program – Sect. II, p. 198	\$ 1,200,000
Rte 18 Rte 1 to Northeast Corridor Amtrak Line – Sect. II, p. 266	\$58,000,000

New Jersey commits a significant portion of its resources to maintaining the State’s existing infrastructure (fix it first). Highways and bridges need constant repaving and repair; signal timing plans need to be adjusted over time; cracks in sidewalks and bike paths must be remedied. All of this work requires ongoing funding, which must be part of the State’s overall transportation program.

The public’s frustration with high levels of congestion has created greater interest in finding near-term solutions at lower costs. The plan’s mobility strategies strike a balance of large-scale initiatives that can meet future demand, and smaller, faster, less expensive fixes to current problems. This plan supports managing the existing transportation system better and making it more efficient for its users.

The FHWA has consistently stressed the importance of the systems approach to operating transportation facilities and services. Programs that support this system operations concept continue to grow and evolve. These include NJDOT’s traffic operations centers, emergency service patrols to help clear incidents, signal equipment updating, and traveler information services. The variety of projects that use electronics, communications or information processing, or intelligent transportation systems (ITS), have been in use in New Jersey for many years. The State and regional ITS architectures are well underway, and will achieve integration in the spring of 2005. This architecture will guide future project development, using the regional, state, and national ITS frameworks, so that new transportation services and facilities can be better coordinated to enhance operations.

The New Jersey Division Office is committed to working with our partners to lessen the impacts of work zones on the traveling public. Past experience has demonstrated success in reducing congestion in work zones through various traffic mitigation techniques, such as enhanced public transportation services, websites, marketing campaigns, information centers, etc. Other efforts in this area include innovative contracting and accelerated

construction techniques to deliver projects in a more efficient manner. The use of new technologies and techniques need to be implemented to be successful in delivering longer lasting and more efficient products.

The FY 2005 UPP supports several approaches for improving mobility and productivity by:

- Assisting the NJDOT in doing market research on deployment of the 511 system.
- Complete the Regional ITS Architectures.
- Continue implementation of PRIMUS project.
- Work closely with Transcom, DVRPC Technical Task Force, Incident Management Operations Group (IMOG), Highway Operations Group (HOG), I-95 Corridor Coalition, and the Committee for a Smart New Jersey (CSNJ) to solve regional mobility issues.
- Implement a process with NJDOT for using ITS Architecture in project development.
- Establish an Architecture Change Control Board.
- Develop countywide diversion routes for the last six counties.
- Close gaps identified in Incident Management Self-Assessment.
- Promote the use of TRANSMIT to measure travel times to measure delay and ultimately provide information the system user.
- Oversee the launch of Trips 123.
- Improve communications by implementing a project to link the NJDOT's Traffic Operation software directly to Transcom via a data interface.
- Assist the NJDOT in implementing a statewide traffic information center.
- Investigate hosting a workshop regarding performance related specifications (PRS).
- Investigate hosting a workshop on pavement smoothness and measuring devices.
- Investigate the use of an ITS Smart Work Zone concept on a project to measure and predict delays in work zones.
- Assist NJDOT's Traffic Mitigation Advocate to improve the State's project development process. The Traffic Mitigation Advocate's focus is to improve, and as necessary, create processes that will cost effectively lessen the impact of work zones on the traveling public.
- Develop work program to track the pavement preservation issues.
- Participate in Superpave Quality Improvement Task Force.
- Implement perpetual pavement design.
- Use rapid bridge construction technologies, especially prefabricated bridge deck systems.
- Continue to develop and expand use of high performance materials, including fiber reinforced polymer composites as appropriate.

Global Connectivity

Goal: Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.



Summary

The productivity and efficiency of the transportation system is a major factor in sustaining the economic vitality of the State of New Jersey, the nation, and the global economy. New Jersey's regional economy has experienced a dramatic resurgence with the development and expansion of major inland port facilities in Newark, Elizabeth, Bayonne, and Jersey City. The region has multiple job centers, each with its own specialization within the larger economy, requiring an effective transportation system to promote exchanges in people, products and services between these centers.

New Jersey companies effectively draw from a regional labor pool, such that employees may live at considerable distance from their work locations due to either choice or housing options. Getting people to and from their homes and jobs will continue to be a major challenge; particularly as different job sectors grow and contract, with a constant rearrangement of commute patterns.

Objectives

- Sustain the economic efficiency of goods movement on the surface transportation system.
- Reduce non-recurring congestion from events such as traffic incidents and work zones.
- Increase reliability of the transportation system for the movement of freight.

Performance Measures

- Delivery of transportation projects that increase the accessibility of major job centers to the region.
- Incident management strategies for major truck routes; incident detection, emergency service patrols, freight priority, etc.
- System delay; non-recurring congestion measures, etc.

To remain competitive in the global economy, New Jersey must maintain the ability to quickly move people and cargo to other parts of the world by air, rail, land, and sea. The region's surface transportation links must be kept in balance and at pace with the air and sea terminal capacities for the entire system to work effectively.

Stakeholder Input

- The high cost of housing forces employees to endure longer and longer commutes. This makes it difficult to attract and retain employees, and affects workers' productivity.
- The public recognizes the need for the movement of goods, but is somewhat negative about mixing trucks with automobile traffic. The American Trucking Association (ATA) lawsuit is a prime example of this sentiment. Citizens would rather see more freight diverted to rail, as long as the rail corridors are not in their jurisdiction.
- Trucking firms believe it would be helpful to get more commuters into transit and carpools to free up capacity for trucks-typically, highways are the best (and only) option for moving freight.
- The localized impacts of goods movement (parking and on-street truck deliveries) also tend to draw negative responses from the public.
- Safety is a concern due to the number of truck crashes (which may be caused by trucks/cars getting "in the way" of less maneuverable tractor trailers).

Division Actions

- Ensure statewide comprehensive freight mobility plan is completed.
- Ensure outcomes of plan are incorporated into annual work plans, regional plans, and TIPs for freight priority locations.

NJDOT/MPO Actions

- Ensure key freight corridors have the benefits of a full suite of traffic management strategies, such as ESP, etc.
- Establish freight priority project scoring criteria and related performance goals.
- Increase system reliability of the transportation system for the movement of freight.

Illustrative and partial listing of NJDOT Freight projects from current STIP:

Program/Project	FY 2005
CARGOMATE-Section II, page 43	\$ 750,000
FREIGHT PROGRAM, Section II, page 84	\$10,000,000
TELUS- Section II, page214	\$ 2,000,000
Routes 1&9 Haynes Ave-Section II, page 241	\$34,695,000

While the citizens of New Jersey might like to see more freight shifted to rail or on other non-highway modes, shipping freight by truck is more cost effective than rail shipment for distances of less than 500 miles, and only a small percentage of the goods moved on NJ's highways might be candidates for diversion to rail. Putting some of the cargo that crosses the state on rail to reduce trucks on bridges would be expensive to trucking firms if they had to pay for the operations. Truck-only road facilities are also unlikely because of real estate costs and land use constraints in our urban areas.

For their part, the trucking companies would like to see fewer vehicles on the key truck routes, and more reliable freeway operations, including quicker removal of incidents. Reliability is important to industries that minimize their inventory by relying on just-in-time deliveries. However, avoiding the rush-hour peak is also getting increasingly difficult as the peak period grows.

The FY 2005 UPP supports several approaches for expediting the movement of goods:

- Expand capacity and operations on major truck routes.
- Develop and implement freight-priority corridors and performance measures.
- Provide continual response teams to manage incidents to keep the system flowing quickly following an incident.

Environment

Goal: Protect and enhance the natural environment and communities affected by highway transportation.



Summary

New Jersey's environmental quality and condition must not be sacrificed as we address the challenges presented by expansive growth and increasing transportation system demands. Historically, the major areas of environmental concern include automobile emissions (air quality), noise from transportation sources, wetland impacts due to construction of facilities, visual impacts of transportation projects, historic significance and community disruption. There are many Federal and State environmental laws and policies that govern responsible transportation planning, such as the Clean Air Act, the National Environmental Policy Act, Freshwater Wetlands Protection Act, and Section 106 of the National Historic Preservation Act, to name a few. The air quality requirements are based on a set of National Ambient Air Quality Standards for six criteria pollutants. The standards describe maximum allowable concentrations of each pollutant with respect to human health and environmental impacts. These pollutants are sulfur dioxide, particulate matter, carbon monoxide, nitrogen dioxide, lead, and ground-level ozone.

The National Environmental Policy Act (NEPA) was initiated in response to an overwhelming national sentiment that federal agencies should take the lead in protecting the environment. NEPA established a process by which federal agencies must study the environmental effects of their action. The purpose of NEPA is: to declare a national policy that will encourage productive and enjoyable harmony between humans and their environment; to promote efforts that will prevent or eliminate damage to the environment and biosphere and stimulate human health and welfare; to enrich the understanding of the ecological systems and natural resources important to the nation, and to establish a Council on Environmental Quality (CEQ).

Objectives

- Promote transportation solutions that enhance/protect ecosystems and sustain ecosystem viability (VF).
- Reduce motor vehicle emissions and maintain a high level of compliance with Air Quality conformity.
- Improve planning and environmental processes to achieve better results and timeliness.

Performance Measures

- Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY 2005.
- Host 2-3 training sessions to share best practices and exemplary initiatives with NJDOT, consultant industry, Division, and resource agency to raise knowledge and awareness and develop opportunities to increase ecosystem and habitat conservation.

Proactive environmental stewardship is essential if we are to preserve and sustain our natural resources. Maintenance of the transportation system requires significant resources and investment in management strategies that minimize environmental effects.

FHWA's Vital Few Environmental Goal is Stewardship and Streamlining. Environmental Streamlining drives us to improve project delivery without compromising environmental protection. Environmental Stewardship helps demonstrate that we are mindful of the natural and human environment while addressing mobility and safety needs of the public. FHWA promotes actions that show we are responsible stewards of the environment. We take advantage of opportunities to enhance environmental protection and encourage partnerships that promote ecosystem conservation or encourage broader mitigation strategies that seek corridor or watershed based approaches.

Stakeholder Input

- Statewide assessments of environmental goals typically illustrate a higher priority ranking than other goals.
- Common threads in the area of environment as it relates to transportation projects are the (perceived) need and importance of increased transit, bicycle and pedestrian accommodations, and increased automobile fuel efficiency.
- NJDOT has a Smart Growth Initiative that supports the Governor's Smart Growth policies which provides assistance to counties and/or municipalities and provides funding for Public/Private Partnerships. Smart growth is a concept intended to protect and preserve valuable natural and cultural resources and encourage economic development in targeted locations.
- Context Sensitive Design (CSD) is an approach to planning and designing transportation projects based on active and early partnerships with communities. NJDOT has incorporated CSD principles into its projects since 1999 and is committed to a process that encourages transportation officials to collaborate with community stakeholders so the design of the project reflects the goals of the people who live, work and travel in the area. This collaboration results in creative and safe transportation solutions.

- NJDOT is looking at a watershed-based planning approach to address transportation system impacts on stormwater management and water quality. On a watershed scale, the impact of impervious surfaces may be lessened through coordinated and managed use of a variety of mitigation methods, known as Best Management Practices. These practices include ways to reduce stormwater runoff through infiltration, and retention practice that maintains pre-developed flow releases for an area.
- Continue to expand Transit Village Program.

Division Actions

- Host NJ/Michigan Video Conference.
- Wetlands Mitigation Bank Workshop.
- Host Interagency meetings with resource agencies.
- Replace wetlands at 1.5:1 ratio.
- Provide technical assistance on new EPA designations.
- Develop Environmental Management System with NJDOT.
- Develop schedules for EIS/EA and enter schedule into EDTS.
- Track environmental processing time through HPO Action Log.
- Conduct process review on Public Involvement to determine if current efforts with respect to Context Sensitive Solutions are including sufficient outreach to and participation by minority, low income, disabled and limited English proficient populations.

NJDOT/MPO Actions

- Enhanced Inspection and Maintenance programs
- Clarify the role of the Environmental Division in the project development process from scoping through final design
- Promote NJDOT's environmental work products and enhance the Environmental Division's public relations through marketing
- Develop Environmental Management System
- Develop Standard Environmental Division Procedures
- Improve the Department's ability to provide an environmentally compliant construction program
- Restructure Environmental Division to better meet the needs of the customers

Illustrative and partial listing of NJDOT projects from current STIP:

Program/Project	FY 2005
Recreational Trails Program, Section II, page 163.	\$807,000
Transportation Enhancements, Section II, page 217	\$5,000,000
Transportation and Community System Preservation Program, Section II, page 215	\$4,850,000
Corridor Scenic Preservation, Section II, page 330	\$5,000,000

The FY 2005 UPP supports several approaches for protecting the natural environment:

- Developing Cooperative Agreement between US Fish and Wildlife Service and NJDOT to fund a staff position that would work on transportation projects and help streamline the environmental process.
- Assisting NJDOT and coordinate with NTI to ensure that appropriate staff are trained in Context Sensitive Solutions.
- Hosting Community Impact Assessment (CIA) Northeast Regional Workshop in 2005.
- Conducting Domestic Scan on database Environmental Management System to track projects from concept to construction.
- Conducting Process Review on Environmental Commitments to determine if environmental commitments are properly advanced through project development, incorporated into the construction of the project and adhered to during operations/maintenance.
- Hosting Linking Planning and National Environmental Policy Act (NEPA) training with New York Division Office.
- Developing an Action Plan with NJDOT that incorporates planning and the NEPA process.
- Assisting with developing strategies on the environment skill set for the Accelerated Construction Technology Transfer (ACTT) workshop on the I-295/I-76/Rt. 42 Interchange Project to ensure the most accommodating and cost effective product while minimizing natural and socio-economic impacts.

National Homeland Security

Goal: Improve highway security and support national defense mobility.



Summary

In the post-9-11 era, National Homeland Security has become a focus area for the entire nation, including the FHWA. The highway system is not only critical to the Nation's economic vitality and quality of life, but it also plays a key role in virtually every emergency event. New Jersey's transportation system must function efficiently in order to evacuate threatened populations, allow first responders to get to the scene, facilitate the movement of supplies into and out of an area, and restore mobility in the days and months after an event. Major social and economic impacts result when the transportation system is affected by an extreme event such as earthquakes, fire, collision, or scour. Since 9-11, we have been more aware that the transportation infrastructure may be the target of terrorist attacks.

Improvements to highway security and support of national defense mobility through collaboration with the Department of Homeland Security, the State of New Jersey, local governments, the private sector, and other federal agency partners is a critical strategic objective. Another critical step in meeting the National Homeland Security goal is performing a vulnerability assessment of New Jersey's infrastructure. A systematic, quantitative process is used to evaluate infrastructure components and determine a risk factor. The higher the risk factor, the greater the need to mitigate the threat (for example, security, control of access) or mitigate the consequence through an engineered solution such as hardening. Indicators of success will be the extent to which security plans are in place and security assessments are completed in key metropolitan areas.

Objectives

- Reduce the vulnerability of critical transportation infrastructure and enhance the security of the transportation network.
- Meet military transportation needs.
- Improve disaster preparedness, response and recovery plans at the federal, state, and local level.

Performance Measures

- Identify and conduct a detailed vulnerability assessment of New Jersey's top 25 critical bridges.
- Reduce the total time it takes the NJDOT to process ER requests.

Proactive stewardship and oversight of the State’s security measures will be essential for the security and well being of the State and the nation as a whole.

Stakeholder Input

- Initial screening of high-risk bridges has been accomplished using the AASHTO criteria.
- No national standards for target hardening or mitigation have been developed which would provide a minimum threshold standard.
- The NJDOT Commissioner has established the Office of Transportation Security, which reports directly to the Deputy Commissioner. The function of this office is to coordinate transportation security with the public and private transportation industry sectors.
- The “Best Practices” for highway bridges and tunnels have been approved by the Governor and have been distributed to the appropriate transportation agencies.
- Training is continuing in the following areas:
 - Security training for appropriate NJDOT and agency transportation personnel has been initiated.
 - Transportation security/homeland security NTI Awareness training is being provided to all NJDOT Operations field personnel and other selected NJDOT personnel.
 - Training for bridge risk assessment and general vulnerability assessment.

<u>Division Actions</u>
<ul style="list-style-type: none"> • Assist with a vulnerability assessment of the State’s bridges to identify critical assets and recommend mitigation strategies. • Continue coordination with the NJ military to ensure that its transportation needs are met. • Continue to make Emergency Relief program requests the top priority for processing.

<u>NJDOT/MPO Actions</u>
<ul style="list-style-type: none"> • Perform bridge/tunnel terrorist threat assessment. • Begin identifying appropriate mitigation strategies for the most critical bridges. • Process Emergency Relief program requests in accordance with established time frames.

Illustrative and partial listing of NJDOT projects from current STIP:

Programs/Projects	FY 2005
Emergency Response Operations – State Funded	\$250,000

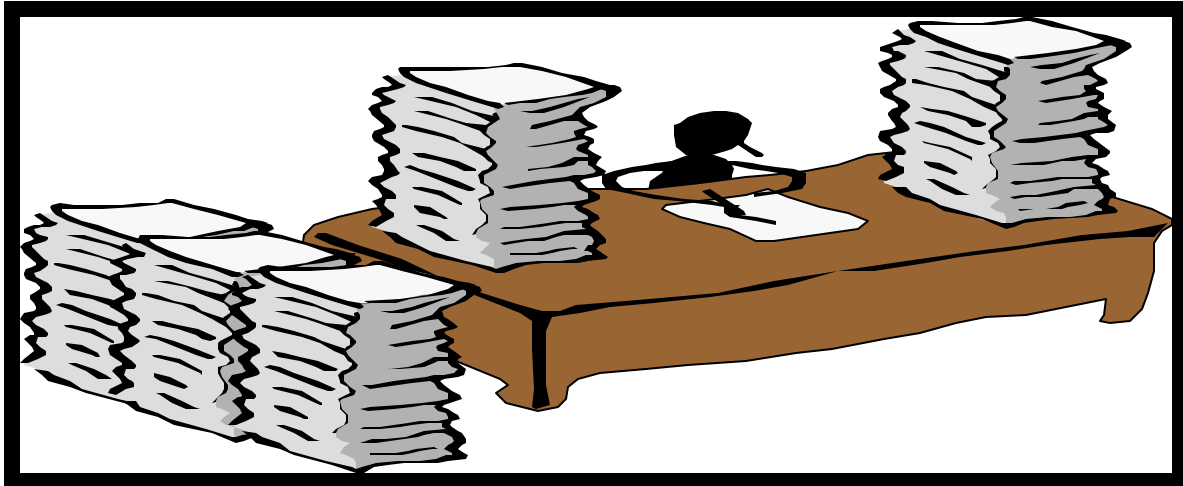
The FY 2005 UPP supports several approaches for improving National Homeland Security by:

- Incorporating security standards into all NJDOT design and procedures manuals.
- Implementing a security plan for highways and bridges as part of an overall coordinated security plan for all transportation in New Jersey. This will be part of the NJ State Transportation Plan.
- Coordinating closely with the NJDOT Office of Transportation Security on homeland security issues.
- Supporting and/or moderating a comprehensive risk assessment process for the Department.
- Initiating a comprehensive second level re-evaluation screening of critical bridges.
- Sharing emerging information on transportation security with the Department and other affected State transportation agencies.

It remains clear that providing a safe and secure transportation system by hardening facilities and potential targets is an essential component of national homeland security initiatives. New Jersey's transportation system is comprised of several critical bridges, tunnels, airports, gateways, and ports, all requiring adequate evaluation and assessment of potential vulnerability. Simulation exercises, coordination with the various military operations and command centers in and around the region will be of paramount importance.

Organizational Excellence

Goal: Advance FHWA's ability to manage for results and innovation



Summary

In FY 2005, the FHWA will define organizational excellence in terms of our ability to oversee transportation projects and programs and efficiently manage FAHP funds; improve the state of the art in transportation planning; ensure customer and employee satisfaction, and enhance agency effectiveness in determining research priorities and deploying technologies and innovation. Among our many responsibilities for program oversight and stewardship, we will place a special emphasis on more cost efficient funds administration and project management and more effective use of FAHP funds.

A number of material weaknesses in FHWA's accounting practices and procedures were identified during the conversion to the new USDOT corporate accounting system and the conduct of the financial statement audit for FY 2003.

The FHWA will continue to strive to improve its financial programs and practices to ensure that the funds Congress entrusts to the USDOT are appropriately accounted for, and used effectively, to meet the USDOT and FHWA goals and priority objectives.

Objectives

- Provide stewardship of funds and coordinate efforts to ensure that our partners maintain appropriate accountability for expenditures.
- Improve the efficiency in the administration of the Federal-aid program.
- Lead and coordinate efforts to effectively perform the role of Innovator for a Better Future, and increase the effectiveness of all FHWA units, as well as our partners and stakeholders in determining research priorities and deploying technologies and innovation

Performance Measures

- Reduce running average of inactive balance by 20%
- Create baseline for cost growth greater than 10% on \$25 million projects
- Implement 5 market ready technologies

Stakeholder Input

- Based on the most recent (2004) satisfaction survey for the New Jersey Division, our partners are significantly more satisfied overall than FHWA partners as a whole.
- The top improvement priorities for New Jersey partners are timeliness in helping resolve planning issues, providing leadership in meeting future transportation needs, and responding positively and constructively to new ideas.
- New Jersey partners are most satisfied with providing technical assistance and training and deploying technology/innovation. Our partners are least satisfied with communicating and interpreting policies/regulations.
- In August 2004, the Joint NJDOT/FHWA Financial Management Task Force issued its initial report to senior management of NJDOT and FHWA NJ. The report concluded there were significant opportunities for improving Federal funds management in five critical areas. The areas are (1) capital programming, (2) continuous reduction of inactive projects, (3) training and education, (4) innovative contracting, and (5) performance based management. Teams have been formed to address each of the areas, and a progress report will be made to management in November 2004.
- The NJDOT self-assessment is a valuable tool that is in use to assure management controls are in place to achieve critical internal control objectives.

Division Actions

- Plan and conduct the Financial Management Oversight Review Program
- Participate in phase 2 of the Financial Management Improvement Project
- Reduce population of PE projects 10 years or older by 20%

NJDOT/MPO Actions

- Develop and implement all elements of the FMIP by June 30, 2005
- Implement project mgt control procedures of all PE projects for PS&E within the 10 year rule
- Ensure financial and administrative risks involving the FA program are maintained at acceptable levels through the use of internal controls, management systems, processes and procedures.
- Implement NJDOT pre-apprentice training program on Federal-aid projects.
- Conduct DBE support service activities and technical assistance through providing workshops, training programs and the implementation of best practices.

During Fiscal Year 2004 the Agency, with the assistance of field financial management personnel developed a new policy and review program for financial oversight of the Federal-aid program. The policy and review program were developed to address the internal control weaknesses cited in the Fiscal Year 2003 financial audit of the Highway Trust Fund. The program places renewed emphasis on field office oversight responsibilities for Federal-aid funds, which are distributed and expended by program recipients and FHWA field offices. The policy and program are effective October 1, 2004, and each Division office performance plan must address the requirements of the new program.

The FY 2005 UPP supports several approaches for improving our organization performance:

- Conduct listening sessions with our customers/partners on a regular basis.
- Monitor Mutual Service Standards performance.
- Quality Council Task Groups will work to address top opportunities identified in 2003 Self Assessment.
- Leadership Development Program meetings will be held on a monthly basis.